

City of Gulf Shores, Alabama

ANNUAL FINANCIAL BUDGET

For Fiscal Year Ending December 31, 2015

Prepared by: Finance and Administrative Services Department

East Beach, Gulf Shores



www.gulfshoresal.gov

This page intentionally left blank

CITY OF GULF SHORES, ALABAMA

2015 Budget

Table of Contents

Cover Page	1
Table of Contents	3
Mayor & Council	5
City Map with Major Highway Locator	6
City Organizational Chart	7
Distinguished Budget Presentation Award	8
Budget Resolution	9
Budget Message	11
Just the Facts	36
Financial Structure, Policy and Process	45
Budget Calendar	52
Financial Summaries	
Adopted Budgets:	
Table 1 City Wide	54
Table 2 General Fund	56
Table 3 Lodging Tax	58
Table 4 Designated Taxes	59
Table 5 Impact Fees	60
Table 6 Beach Restoration and Projects Fund	61
Table 7 Bond Proceeds 2008 A	62
Table 8 Capital Improvements Fund	63
Table 9 Storm Damage Fund	64
Table 10 Debt Service Fund	65
Fund Balance & Major Revenue Sources	66
Capital Outlay Approved	71
Ten Year Capital Plan	74
Revenue Projections 2014 to 2024	82
Departmental Information	
Personnel Summary with New Positions	86
Expenditures by Major Category	87
General Fund Revenues	88
Expenditures by Department	
General Government	
Executive	90
Executive Organizational Chart	91
Human Resources	92
Human Resources Organizational Chart	93
Finance and Administrative Services	94
Finance/Admin Organizational Chart	96

CITY OF GULF SHORES, ALABAMA

2015 Budget

Table of Contents

Municipal Court	97
Municipal Court Organizational Chart	98
Police	99
Police Organizational Chart	102
Fire and Emergency Medical Services	103
Fire Organizational Chart	106
Planning and Zoning	107
Planning and Zoning Organizational Chart	108
Building	109
Building Organizational Chart	110
Recreation and Cultural Affairs	111
Special Events and Programs	113
Special E.&P. Organizational Chart	115
Library	116
Library Organizational Chart	118
Recreation - Bodenhamer	119
Rec. Bodenhamer Organizational Chart	121
Recreation - Sportsplex	122
Recreation - Parks	123
Recreation - Beach	124
Recreation - Cultural Center	125
Public Works	127
Public Works Organizational Chart	128
Public Works - General Services	129
Public Works - Custodial	130
Public Works - Landscape	131
Public Works - Streets	132
Public Works - Maintenance	133
 2015 Projected Budget	 134
 Supplemental Schedules	
Operating Indicators by Function	135
Capital Asset Statistics by Function	136
Population, Per Capita Income, Unemployment	137
Principal Employers	138
Property Tax Levies	139
Principal Property Tax Payers	140
 Financial Policy	 141
Defining Terms: Glossary	150

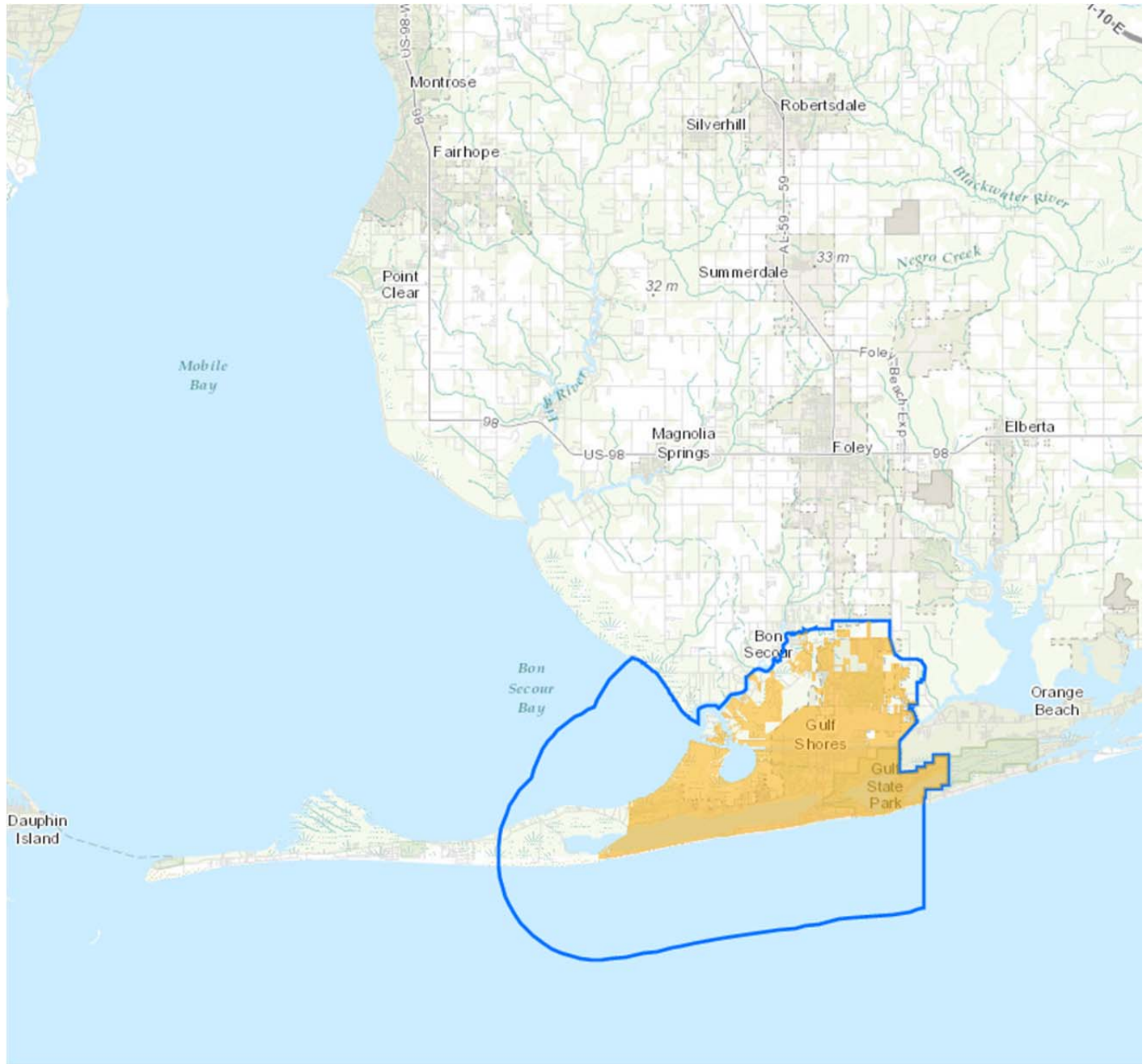
City of Gulf Shores, Alabama

Mayor and Council

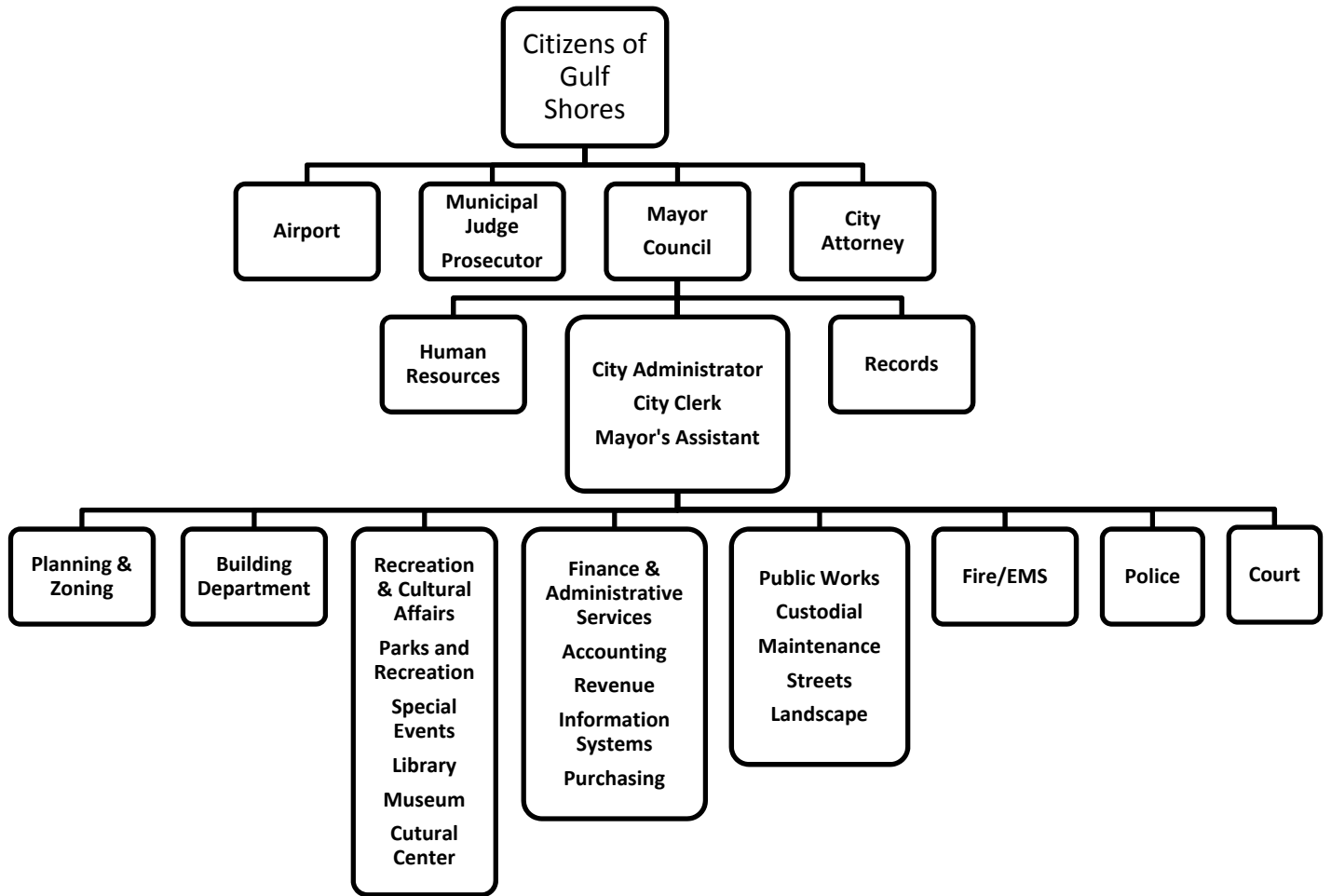


Left to Right Standing: Jason Dyken, Philip Harris, Joe Garris, Stephen E. Jones
Left to Right Seated: Carolyn M. Doughty, Robert Craft, Mayor

CITY OF GULF SHORES, ALABAMA MAP with Major Highway Locator Map



Gulf Shores, Alabama





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Gulf Shores

Alabama

For the Fiscal Year Beginning

January 1, 2014

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Gulf Shores, Alabama for its annual budget for the fiscal year beginning January 1, 2014 for the budget document created by the City. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The Distinguished Budget Presentation Award is valid for one year only. Our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

RESOLUTION NO. 5455-14
A RESOLUTION ADOPTING
CITY OF GULF SHORES
2015 BUDGET

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GULF SHORES,
ALABAMA, WHILE IN REGULAR SESSION ON November 24th, 2014 as follows:

Section 1. That the City of Gulf Shores 2015 Budget be adopted for
the City of Gulf Shores, Alabama, for Fiscal Year 2015 beginning January 1,
2015 and ending December 31, 2015.

GENERAL FUND BUDGET SUMMARY 2015
(JANUARY 1, 2015 THROUGH DECEMBER 31, 2015)

TOTAL REVENUES GENERAL FUND		\$32,437,500
<u>EXPENDITURES:</u>		
Executive	\$ 1,104,969	
Human Resources	304,543	
Finance & Administrative Svcs	2,370,185	
Municipal Court	360,154	
Police	4,707,706	
Fire & EMS	3,548,942	
Community Development	402,134	
Building	417,681	
Recreation & Cultural Affairs	231,665	
Special Events & Programs	820,965	
Library	576,157	
Recreation-Bodenhamer	1,383,001	
Recreation-Sportsplex	1,020,122	
Recreation-Parks	405,339	
Recreation-Beach	387,505	
Recreation-Cultural Center	426,877	
Public Works:		
General Services	643,171	
Public Facilities-Custodial	592,011	
Public Facilities-Landscaping	667,827	
Streets	1,883,786	
Maintenance	1,225,843	
Airport Authority	121,909	
Outside Agencies	<u>140,650</u>	
SUBTOTAL OPERATIONS		\$23,743,142
Capital Outlay		
Executive Capital	34,000	
Police – Capital Outlay	140,000	
Fire – Capital Outlay	25,000	
Recreation Bodenhamer Center	15,000	
Recreation Sportsplex	85,500	
Recreation Parks	45,500	
Building – Capital Outlay	42,000	
Public Works:		
Streets – Capital	<u>158,000</u>	
SUBTOTAL CAPITAL		\$545,000
Operating Transfers Out		<u>\$8,057,577</u>
Total General Fund Expenses		<u>\$32,345,719</u>

Budget Carry Forward General Fund

\$ 91,781

**OTHER FUND BUDGET SUMMARY 2015
(JANUARY 1, 2015 THROUGH DECEMBER 31, 2015)**

	REVENUE	EXPENDITURE
Special Revenue		
2% Lodging Tax Revenue	2,521,000	
Transfer to General Fund		1,800,000
Transfer to Beach Reserves		651,000
Transfer to Beach Fund		<u>70,000</u>
SUBTOTAL		2,521,000
Police & Fire Related Grants		
Police and Fire	404,000	
Transfer to General		369,000
Muni Court Exps		<u>35,000</u>
SUBTOTAL		404,000
Impact Fees Fund		
Impact Fees Revenue	267,200	
Recreation Equipment		127,200
Public Works		120,000
Fire		<u>20,000</u>
SUBTOTAL		267,200
Beach Restoration& Projects Fund		
Transfer from 2% Ldg Tax	1,310,867	
Beach Monitoring		70,000
Police and Streets		536,344
Capital Outlay		<u>704,523</u>
SUBTOTAL		1,310,867
Capital Improvement		
Match Proceeds	1,374,914	
Transfer from General Fund	<u>1,017,358</u>	
SUBTOTAL	2,392,272	
Capital Outlay Projects		2,392,272
Debt Service Fund		
Transfers/Rent	4,496,117	
Bond Payments		4,496,117
Total All Funds Revenue	43,828,956	
Total All Funds Expense	43,737,175	
General Fund Budget Carry Forward	91,781	

Section 2. That this Resolution shall become effective upon its adoption.

ADOPTED this 24th day of November, 2014.




Robert Craft, Mayor



November 24, 2014

The Honorable Mayor, Members of the City Council
and the Citizens of the City of Gulf Shores, Alabama

RE: 2015 BUDGET MESSAGE

On behalf of the City of Gulf Shores government staff, I am pleased to deliver the Fiscal Year 2015 Budget for the City of Gulf Shores, Alabama for the period beginning January 1, 2015 and ending December 31, 2015. The annual budget is a policy document which sets the financial course for the City and defines the service priorities provided to the community. The budget presented is a culmination of months of efforts to balance available resources while implementing the City Council's newly adopted Strategic Plan 2015-2019 as part of Laying the Foundation for Vision 2025:

Vision

In the year 2025, the City of Gulf Shores will be the most desirable small town destination community in the South in which to live, visit, retire and invest. This will be due to its enduring, wholesome, low-key and pleasurable lifestyle amidst its restorative and vibrant natural surroundings and thriving economy.

Vision 2025 – Core Values

The City intends to prioritize allocation of its resources based on these core values:

- We protect and enhance the quality of life for our residents, visitors and retirees
- We protect and preserve our unique natural resources
- We honor the family-centric and safety-oriented tradition
- We maintain a relaxed, no-hassle environment
- We support a clear culture of Southern hospitality
- We enhance the sense of place
- We embed sustainability into the fabric of the community
- We promote economic prosperity in a business-friendly atmosphere
- We boost competition in the market place unaccepting of the status quo
- We commit to excellence and the highest quality standards

2014 Successes:

Department Expenditure Management – All departments operated within FY 2014 budget in line with the Core Value “We commit to excellence and the highest quality standards.”

Reserves – Increased General Fund Reserves to 50% from the financial policy target of 45%.

Debt – Successfully paid off 2002 General Obligation Warrant Faulkner State Community College building debt facilitating work toward the Vision 2025 Key Strategy of Progressive Education.

Employee Pay – Core Value “We boost competition in the market place unaccepting of the status quo.” – City Council continued to fund employee salary adjustments to maintain its goal of a pay philosophy that structures compensation @ 90% of market for “apprentice” levels (new hires), @ 95% of market after successfully completing 1 year probationary work, and ultimately setting the maximum @ 125% of market giving room for performance increases for those employees that merit them including:

- Employee pay brought to 95% of market over a 3 year period at a cost of \$1.92 million
- At the end of 2014 currently there are 50% of employees at 100% of market
- All employees not on probationary status pay maintained at 95% of market with 1.1% Wage Index Adjustment

Beach Operations and Recycling Program – In July 2014 a pilot Beach Recycling Program was initiated by key Council members. Particularly troublesome was excess trash left on the beach following the Fourth of July holiday, so some method to deal with the debris was developed. Public Works implemented a beach recycling program which consists of collecting all the bagged trash off the public beach areas and the high density areas. Roughly 70% of the bagged trash was recyclable. Over 4 tons of aluminum, 4 tons of plastic and 6 tons of cardboard were collected and kept out of the county landfill during the pilot program.

Benefit Cost Controls – Employee wellness program expanded with City Wellness Coach offering nutrition and exercise guidance. The Mayor challenged departments to focus on wellness by competing in a mini-triathlon. Most departments participated with 28 total participants either on relay teams or individually participating. Seven employees completed the entire mini-triathlon and three completed the full triathlon.

Citizenserve – Software database program implemented to maintain emergency contacts for each rental unit be identified in conjunction with license applications and to provide a systematic way to track Vacation Rentals by Owners and building and fire code safety inspections for units. The Citizenserve software program has helped facilitate better communication between the Revenue Division, Building, Fire and Planning and Zoning departments; thus creating a streamlined process that serves our customers in a more timely and effective manner.

Cultural Center – Set in motion with Vision 2025 “Quality education is a critical necessity for any prosperous community to attract educated professionals as well as feed our economy from within with targeted and nationally-recognized programs and facilities.” The City acquired a former church location in 2013 and converted it into a Cultural Center in line with Vision 2025 Key Strategy Community Planning – New development and revitalization of buildings and infrastructure will enhance sense of place and quality of life. The Cultural Center’s first year operation successfully introduced the SPARC™ benefitting 120 youth with multi-faceted educational opportunities. Further implementation of the Education Vision 25 Strategy and enhancing the local educational opportunities was the successful recruitment of the University of South Alabama (USA) to co-locate on the Cultural Center campus, enabling the City to have its first four year college presence.

Economic Development – Commercial construction permits for valuations totaling \$41.2 million are projected to be issued in FY 2014.

Gulf State Park – BP Deepwater Horizon Oil Spill Natural Resource Damage Assessment settlement funds of \$85.5 million received for the Gulf State Park Enhancement Project which would provide ecologically-sensitive enhancements to Gulf State Park, a 6,150 park partially located within the City of Gulf Shores and operated by the Alabama Department of Conservation and Natural Resources. The project consists of components in line with the City of Gulf Shores’ Education and Economic, Geographic and Seasonal Diversification Strategies. Funds included in the \$85.5 million were to:

- 1) Rebuild the Gulf State Park Lodge and Conference Center as a “green” overnight stay and meeting facility that will improve public access to the park’s beaches, trails, freshwater ecosystems and other natural resources, as well as serve as a model of resilient, environmentally friendly coastal development.
- 2) Ecological restoration and enhancement of degraded dune habitat to restore approximately 50 acres of dunes in the park using native vegetative planting to stabilize dunes/provide coverage.
- 3) Build an Interpretive Center to include meeting space and classrooms as well as indoor and outdoor exhibits devoted to promoting public understanding Alabama’s coastal ecosystems.
- 4) Build a Research and Education Center to expand the park’s research and education programs which would include classrooms and laboratories to support a year-round program of K-12 environmental education.
- 5) Visitor enhancements to expand walking, cycling, or running opportunities in the park through the construction of about 9.5 miles of new trails and approximately 3.5 miles of enhancements to the existing 18 miles of park trails.

Transportation – Completed transportation projects included:

- Completion of Cotton Creek Drive upgrades for increased capacity.
- First phase (4 intersections) completion of traffic signal controls / cameras that helped increase level of serves on Highway 59.

- City Bike Trail Coyote Crossing on Fort Morgan Road going east of Highway 59 completed to link city trails to the Gulf State Park existing trails.
- Also begun in 2014 was the design of the expansion of an existing bike trail on Fort Morgan Road west of Highway 59 to West Fairway Drive to 10 feet to facilitate more environmentally friendly transportation options such as walking and biking.

Waterway District – Vision 2025 “A vibrant waterway district will create a unique sense of community and place that engages citizens and guests in an enriched experience of the local landscape, economy and culture.” Through a combination of BP grants, private funding, and City general funds, the City completed its South Waterway District parking lot and streetscapes construction as an example of early implementation of the Vision 2025. Acme Oyster House Restaurant opened in the South Waterway District becoming a flagship private enterprise investment as the Waterway District becomes a hotspot for arts, culture and entertainment. Our efforts also resulted in the Alabama chapter of the American Planning Association awarding the City its annual “Outstanding Planning Award for Project Implementation.”

2015 Priorities:

General Fund Reserves – The City Council maintained its General Fund Reserves at 50% of expenditures at the close of Fiscal Year 2014. The Fiscal Year 2015 proposes to fund a 55% Reserve and plan to increase reserves by 5% annually to address concerns about FEMA ability to respond to future incidents. Of the 55% General Fund Reserve, 30% will be maintained as a stabilization reserve to enable the city to withstand fluctuations in tourism revenue streams and provide a stabilized fiscal environment to maintain and enhance bond ratings allowing the city to borrow at competitive rates. The other 25% of the General Fund Reserve is for beach replenishment should it be necessary in the event of a weather related emergency or disaster.

Debt – Continue to reduce outstanding debt in 2015 – the final payment of \$1.7 million on the 2005C debt issue for the purchase of land for the Pelican Place mall will be made.

Beach Operations and Recycling Program – In 2015 the pilot program will be expanded to build a recycling center to accept City residential, business and tourism recyclables (ex. aluminum, metal, plastics, glass, e-recycle waste, vegetative yard debris). The expanded program includes a 7 day a week recycling center to help serve the needs of our community. Currently approximately 50% of city customers actively recycle and generate 10 tons of recyclable materials per collection. The goal for 2015 is to increase participation to 75% and collections to 15 tons per cycle by opening the recycling center, beachfront recycling, once a week trash collection and the distribution of promotional materials. Also included in the Beach Recycling Program is funding for two Police Officers for enforcement, four Beach Rangers, two Equipment Operators and contractual labor services to sort debris. Additionally we have budgeted to return approximately \$1.8 million of lodging funds annually to reimburse the General Fund for beach related expenses.

Transportation – An ongoing concern of the Mayor and City Council is City-wide traffic congestion. The 2015 budget presented provides funding for the following transportation projects:

- Fort Morgan Recreation Trail widening to West Fairway Drive
- The final phase of traffic signal controls/cameras synchronized to increase Level of Service on Highway 59
- East Beach Boulevard By-Pass Engineering Feasibility Study
- Matching funds for grants approved for 8 foot sidewalks and handicapped pedestrian access for Highway 59.

Personnel Expenses – While the City continues to maintain personnel costs at 54% of budget, which is customarily between 60% and 75% for localities, the FY2015 budget proposes to provide funding consistent with our pay philosophy of 90% to 125% of market to remain competitive for quality employees with our neighboring cities. Our FY 2015 Budget proposes to budget \$740,551 for the following:

- A market adjustment of 1.9% based on wage index in January for all City employees performing satisfactorily.
- The City's pay philosophy is to pay new employees at 90% of market. With successful completion of one year of service, employees are brought to 95% of market. The top range of the pay scale is 125% of market.
- Merit increases of 1.5% to 2.5% for highest performing City employees at their anniversary dates in 2015.

Municipal Court Pre-Trial Diversion Program – We have proposed to budget a new Magistrate Position to support a new Pre-Trial Intervention program in the Municipal Court Division. The benefit of this new court program would be to provide the municipal judge an alternative program for first time offenders for misdemeanor, traffic and other cases.

Waterway Village – An additional \$60,000 has been budgeted to support enhanced maintenance efforts, new economic development recruitment, marketing initiatives and special events programming in 2015 including Holiday and seasonal decorations and landscape, a monthly art market, and an Art on Parade "Turtle Tracks Program". Also in the planning stages for 2015 are a 12th Night Mardi Gras Street party; a Festival Series representing elements of the Waterway Village district environment, culture and arts appeal; and a Zydeco Stomp and Crawfish Cook-off.

Economic Development – A new full-time Economic Development Coordinator position was proposed in the Mayor's Executive Department to develop and aggressively implement programs for the City Council's Vision Plan for economic, geographic and seasonal diversification. This position will actively recruit new and expanded businesses that support and enhance the City's 5 critical actions of focus including, medical, education, Gulf State Park, Waterway District and the Gulf Beach District.

Customer-oriented web-based applications/permitting: A new full-time Information Technology Specialist position is being proposed in the IT division to create and maintain Citizenserve interfaced web based applications for zoning, building permit and business license applications that support an increased customer oriented business experience. This position will provide ongoing assistance and support to the Building Department, Planning and Zoning Department, and the Revenue Division on intra-agency application support for our citizens and businesses.

Budget Adoption

This budget was formally adopted by the City Council on November 24th, 2014 and establishes a fiscal plan for the City's Fiscal Year January 1 to December 31, 2015. The budget provides for the policies and goals of the Council as discussed during planning retreats conducted throughout the year.

Budget Preparation began in mid-August and was finalized with adoption of the 2015 Budget by Council November 24th, 2014. The Finance Committee met regularly during the year to review ongoing 2014 Budget expenditures compared to budget, progress towards achieving set revenue targets, and accomplishment of the City's Financial Goals formally adopted in 2010. The City Council increased its General Fund Reserves from 45% to 50% at the close of Fiscal Year 2013 and the Fiscal Year 2014 Budget maintained a 50% reserve. The 2015 Budget reserve target is 55% of expenditures and plan to increase reserves by 5% annually to address concerns about FEMA's ability to respond to future incidents. The Financial Policy provides for reserve levels to enable the City to provide for continuity of operations during emergencies and disasters. A complete copy of the 2014 updated Financial Policy adopted is included later in this budget document.

Budget Preparation Instructions given to Department Heads in August at the start of the budget process provided guidelines consistent with the adopted Financial Policies. Budget Expenditure Requests for 2015, as a general rule, should not exceed 2014 budgeted amounts, since the City will absorb a projected wage index adjustment of 1.9% as well as increased Capital needs.

A narrative of activities, services or functions carried out by the organizational units was requested in the Budget Preparation Instructions. Budgets needed to be consistent with the overall strategic plan adopted by the Mayor and Council. The purpose of the linkage was to confirm departments and Council were on the same page with no conflicting priorities. Departments were asked to provide objective measures of progress toward accomplishing the department's mission as well as goals and objectives for specific units and programs. Strategies and priorities needed to be linked with City Council's adopted Strategic Plan.

The Financial Summaries Section of the 2015 Budget Book contains details of City operations on a department-by-department, fund-by-fund basis. A table of personnel by department for the past three years is in the Financial Summaries Section as well. Each department section includes an organizational chart, departmental function, major accomplishments for the current year and goals and

objectives for 2015. Also included by department are historical, current, and future financial data and staffing by department.

Current Fiscal Condition

At the close of 2014, the City is projected to exceed the overall financial reserve target of 50% of budget or \$16,968,608 comprised of \$8.45 million for the General Fund and \$8.45 million for Beach Reserves. Sales Tax collections 2014 increased by 6% record levels of the prior boom year. Lodging Tax collections were down reflecting loss of de-annexed area revenues. Business License collections exceeded the level of the peak year of 2007 due to the simplified collection schedules.

Despite fluctuations in the national economy, the City has continued to thrive economically. Recent downturns in the national economy resulted in more tourists vacationing closer to home rather than traveling to more exotic far away locations. The City has expanded the tourist base with recruitment of sports tourism described in more detail in the following section. Winter tourists from northern locales have returned earlier and in stronger numbers due to the recent colder winters. Music and other local festivals continue to introduce new tourists to the area. Revenue projections do not include increases at the rate of recent growth, but are tempered to reflect the possibility that growth at recent rates may not continue at a sustained level.

The City has adjusted insurance benefits for part-time workers in response to the recent national health care reforms. The state budget restraints continue to impact planned road and infrastructure projects with some projects being delayed or postponed indefinitely. The City has adjusted its plans accordingly and is in a strong enough position financially to absorb some of the increased costs of unfunded national mandates and has realigned construction priorities to reflect reduced state revenue.

Economic Diversification Efforts Associated with the Adopted Vision Plan

A Waterway Village District was established in 2013 to encompass property along the Intracoastal Waterway. In 2014, Acme Oyster House Restaurant in the South Waterway District opened. The Waterway Village District is designed to provide a new entertainment/shopping/business district north of the beach area.

A new education campus is currently in the planning stages at the intersection of County Road 8 and the Foley Beach express that is proposed to include a new high school, Faulkner State Community College, the University of South Alabama and other college opportunities. In 2014 the University of South Alabama began offering a new hospitality and tourism program in Gulf Shores.

The City has expanded its tourist base with athletic events. The City successfully hosted major softball, baseball, and soccer events in conjunction with the local Sports Commission, including United States Specialty Sports Association (USSSA) Global World Series for baseball and softball. The City

hosted the Alabama High School Athletic Association (AHSAA) State Track Meet and Regional Softball Championship. The City also has hosted annually since 2011 the National Association of Intercollegiate Athletics (NAIA) National Softball Championships. The City began hosting the NAIA National Track Championships in 2014. The National Sand Volleyball Championship was held in Gulf Shores for the first time in 2012 and was held annually since 2012 further enhancing the City's name recognition. The National Sand Volleyball Championships will also be held in Gulf Shores in 2015.

STRATEGIC PLANNING

The Mayor and Council formally adopted the Small Town, Big Beach Vision 2025 for Sustainability in June 2014. A five year Strategic Plan was developed to provide a detailed "game plan" to begin implementing the Council's Vision and was formally adopted by the City Council on October 27, 2014. The purpose of the Strategic Plan includes:

- Strategic Plan Outcomes (5 year goals) for each of the 5 Critical Actions of Focus within Vision 2025
- Strategic Plan Strategies for future Council policy and direction to staff for achieving the listed Outcomes
- The adopted Strategic Plan would update / replace the Council adopted 2007 Strategic Plan
- Bond rating agencies consider City Council adopted Strategic Plans, and subsequent budgeting that implements the adopted plan, a critical element in the City's bond rating.

The Strategic Plan 2015 – 2019 Laying the Foundation for 2025 is included in its entirety as follows:

MISSION STATEMENT

The City of Gulf Shores is committed to meeting and exceeding the needs and expectations of our residents, visitors and businesses. We are committed to preserving our city's family-friendly, small-town, safe atmosphere and beautiful natural surroundings, while providing the infrastructure and amenities necessary to support a sustainable, vibrant economy.

VISION 2025

In the year 2025, the City of Gulf Shores will be the most desirable small town destination community in the South in which to live, visit, retire and invest. This will be due to its enduring, wholesome, low-key and pleasurable lifestyle amidst its restorative and vibrant natural surroundings and thriving economy.

VISION 2025 – CORE VALUES

The City intends to prioritize allocation of its resources based on these core values:

- We protect and enhance the quality of life for our residents, visitors and retirees.
- We protect and preserve our unique natural resources.
- We honor the family centric-and safety-oriented tradition.
- We maintain a relaxed, no-hassle environment.
- We support a clear culture of Southern hospitality.
- We enhance the sense of place.
- We embed sustainability into the fabric of the community.
- We promote economic prosperity in a business-friendly atmosphere.
- We boost competition in the market place unaccepting of the status quo.
- We commit to excellence and the highest quality standards.

VISION 2025 – KEY STRATEGIES AND PRIORITIES

In order to prioritize actions for implementation, we present the following key strategies:

ENVIRONMENTAL STEWARDSHIP

- The responsible use and protection of the natural environment through conservation and sustainable practices will preserve Gulf Shores' balance with nature.
- Environmental education should be expanded in our community to promote responsible stewardship of natural resources and steps to live more sustainably.

WELL-ORGANIZED INFRASTRUCTURE

- The design of new roadways, air services and waterways as well as the enhancement of existing transportation routes are essential.
- Architecture of utilities including water, fiber, electricity, sewage and other public services are imperative.

ECONOMIC, GEOGRAPHIC AND SEASONAL DIVERSIFICATION

- Foster a long-term relationship between ecology, technology and economy, promoting the equitable sharing of resources and reducing conflicts.
- Because the tourism-related sector is so dominant, things we do that help or hurt this sector will have a far greater effect on our economy than what happens in other sectors.
- Additionally, becoming less beach-dependent and investing in infrastructure that encourages the long-term growth of other business sectors will help diversify and stabilize the overall economy.

SUSTAINABILITY

- Infrastructures that promote a natural balance, preserve biodiversity and protect our valued natural resources are solutions that benefit the land and community now and for future generations.
- Health and wellness of a community correlate to the health of a community's economy.
- Standards of excellence in service to meet and exceed the needs of the community and its safety must be upheld.

PROSPERITY

- Strategies should take into account impacts across all business sectors and strive to strengthen the relationship between small town and big beach.
- To protect the quality of life for all residents and the high-value experience for our visitors, hospitality, retirement and businesses independent of these sectors must be able to prosper.
- Thoughtful investment in our community will attract more investment.

LEADING EDGE HEALTHCARE

- Enhanced healthcare services contribute to the well-being and safety of the community and contribute to the economy.

PROGRESSIVE EDUCATION

- Quality education is a critical necessity for any prosperous community to attract educated professionals as well as feed our economy from within with targeted and nationally-recognized programs and facilities.

COMMUNITY PLANNING

- New development and revitalization of buildings and infrastructure will enhance sense of place and quality of life.
- Ongoing and consistent enforcement of zoning and building codes and regulations will protect the health, safety and welfare of our residents and businesses.
- Infrastructure and transportation improvements will focus on creating bike-and pedestrian-friendly corridors as well as public green spaces.

MEDICAL – VISION 2025

We have a responsibility to provide direct access to quality wellness services and emergency care to our citizens and visitors. Encouraging quality public health serves the needs of our citizens and helps to foster retiree and visitor recruitment and retention.

PROPOSAL: The city supports the development of a prestigious medical facility invested in people, patient and family-centered care; medical discovery and education. The complex, located within the coastal Alabama region, will be impressive in scope, innovation and medical specialties.

- We must provide prompt access to our medical facilities; the difference between seconds and minutes is critical. The proposed location would provide this access for our community and would promote geographic diversification by redistributing traffic away from Highway 59.
- This state-of-the-art facility and its services would ensure our residents and visitors have access to innovative treatment specific to their needs.
- Studies have shown a direct connection between improving a community's health and improving its economy.
- Access to quality healthcare affects our ability to attract and retain employers, families and retirees. It is important to provide the necessary resources to successfully implement workplace and community wellness programs to help improve productivity and reduce health spending.
- This medical facility would provide an opportunity to create partnerships to strengthen our education ecosystem and diversify our economy by offering residency and other academic programs.

MEDICAL – STRATEGIC PLAN OUTCOMES

By 2020, we anticipate the announcement of a new regional healthcare facility to be / being built to serve the Alabama Gulf Coast. The development of this new facility will be the culmination of an ongoing regional cooperative effort.

By 2020, leading-edge programs will be established for maintaining the independence and quality of life for adults and their families. Additionally, the City will insure the coordination of services for advocating, educating, coordinating and implementing programs and services for older adults.

By 2020, emergency health care facilities will be more accessible and will provide expanded superior level services to residents and visitors.

MEDICAL – STRATEGIC PLAN STRATEGIES

1. The City will work to develop a regional partnership for the development and support of a new regional healthcare facility to serve the Alabama Gulf Coast.
2. The City will take a lead role in facilitating the programming and development of the new regional healthcare facility.
3. The City will take a proactive role in targeting new economic development opportunities that will help to support and enhance services provided by the new hospital.
4. The City will improve vehicular access points to and from the Baldwin Beach Express in the following ways:
 - a. County Road 8 will be accepted as a City roadway
 - b. An at grade/signalized intersection will be completed at County Road 8
 - c. Improvements along Cotton Creek Drive will be completed
 - d. County Road 4/Cotton Creek Bridge improvements will be completed
 - e. Improvements to Roscoe Road will be completed and the subsequent acceptance as a City roadway will follow

5. The City will promote and encourage the development of additional assisted and independent living facilities in Gulf Shores by:
 - a. Reviewing and analyzing current and future demand for assisted living facilities
 - b. Reviewing appropriate zoning and zoning regulations to encourage development
 - c. Reviewing and analyzing economic development impacts of assisted living facilities
6. The City will take a leading role to encourage the development of local medical workforce training and supporting academic programs at the City's new education campus.
7. The City will continuously monitor trends within the retiree population including:
 - a. Inflow/outflow of retiree population
 - b. Pension income being spent in Gulf Shores from areas outside of the City Limits
8. The City will analyze current and planned senior citizen locations (Oyster Bay Village, The Haven, etc.) to develop improved transportation options to and from healthcare centers.
9. The City will foster the development of a Chamber Business Certification program to encourage local shops and restaurants to become age-friendly by implementing age-friendly hours, discounts and other incentives.
10. The City will conduct an annual Town Hall Meeting to gather input from senior citizens on current challenges and improvements that can be explored.
11. The City will help to develop and implement an education program to encourage the development of Aging in Place housing.
12. The City will advocate for the development and expansion of emergency health care facilities to provide residents and visitors more access to superior level services.

EDUCATION – VISION 2025

Exposure to advanced levels of education and curriculum supports sustainable economic development by providing our community with a perpetual and attractive workforce.

PROPOSAL: The city and its partners will build a first-rate academic campus incorporating a powerful dual-enrollment model proven to promote access to higher education. The campus will feature a leading-edge design incorporating the latest technology into a new high school and a new additional Faulkner State Community College location complete with on campus housing and student life activities. This innovative campus will encourage affiliations with four-year universities to complete the higher education model by offering bachelor's and master's programs.

- This new campus and its location will support geographic diversity and the county school system's efforts to resolve overcrowding and traffic issues with our current school campus.
- This education model presents an opportunity to create nationally-recognized programs in ecology, maritime, culinary, hospitality and college preparatory specialties. These programs will enhance the education of our youth and will develop a skilled workforce to propel our local economy.
- The strategic collaboration between the City, the Baldwin County Board of Education, Faulkner State Community College and four-year institutions will provide our citizens with a direct and affordable path to a four-year degree or vocational career without ever having to leave our community.

- Enhancing our quality of education along with developing partnerships with respected colleges and universities will serve as an attraction for residential retention and relocation.
- The presence of a college or university nearby will add to the cultural offerings of our area and will stimulate education industry investment and economic diversity.
- On-campus student housing can be utilized for seasonal workforce housing.
- Having a superlative education facility located in a vacation destination will support economic development by attracting educational and business conferences to bolster our shoulder season tourism.
- The reputation of providing world-class education will be invaluable for enhancing our community pride and perception.

EDUCATION – STRATEGIC PLAN OUTCOMES

In 2015, the City of Gulf Shores will support a Baldwin County referendum to fund countywide facility needs, including a new high school, relocated middle school and expanded elementary school in Gulf Shores.

By 2018, the first phase of the new education campus will open with a new Gulf Shores High School and an additional Faulkner State Community College campus that will offer specialized dual-enrollment and vocational career programs focused on the skilled workforce development needs of the local economy.

Over the next 5 years, the construction of the Alabama Gulf Coast Center for Higher Education will be announced. The Center will be located on the Gulf Shores education campus and will provide the community with a direct and affordable path to bachelor's and master's degree programs.

EDUCATION – STRATEGIC PLAN STRATEGIES

1. The City will assemble the acreage necessary to support the development of an innovative education campus that will include a new Gulf Shores High School, an additional Faulkner State Community College campus that will offer specialized dual-enrollment and vocational career programs and the Alabama Gulf Coast Center for Higher Education that will offer degree programs from the University of South Alabama, the University of Alabama and other four-year institutions.
2. The City will help to coordinate efforts to provide the infrastructure and funding sources necessary to support the development of the new education campus including:
 - a. County Road 8 acceptance as a City roadway
 - b. An at grade/signalized intersection will be completed at County Road 8
 - c. Multi-party partnership to finance the development of the new education campus
3. The City will facilitate the development and appointment of an educational campus Planning and Development Committee with representatives from Baldwin County Schools, Faulkner State Community College, the University of South Alabama, the University of Alabama and other interested four-year institutions.
4. The City will support a Baldwin County referendum to fund countywide facility needs, including a new Gulf Shores High School construction and the conversion of the current high school into a new middle school and the current middle school into an expanded elementary school.
5. The City will seek a public-private partnership for the development of on-campus dormitories to serve as student housing.

6. The City will establish and appoint the Alabama Gulf Coast Educational Advisory Committee to facilitate the development of specialized workforce training programs, the ongoing review of workforce training needs for education campus partners and to encourage continued advanced educational opportunities within the Digital Renaissance initiative and Learning for Life academies.

WATERWAY DISTRICT – VISION 2025

A vibrant waterway district will create a unique sense of community and place that engages citizens and guests in an enriched experience of the local landscape, economy and culture.

PROPOSAL: Waterway Village has already begun to take shape along the Intracoastal Waterway. This walkable waterfront district will connect the north and south sides of the Intracoastal Waterway and the east and west sides of Highway 59.

Its pedestrian-friendly design will feature quaint streets with tree-lined sidewalks, inviting seating areas, decorative lamp posts and a waterfront boardwalk offering a year-round destination for dining, shopping, arts and entertainment. The proposed plan recently received the ALAPA 2014 Outstanding Planning Award.

- Pedestrian-friendly waterway district is already underway.
- The district will connect the north and south sides of The Intracoastal Waterway and east and west sides of 59.
- The waterway district will provide a lively destination and unique “sense of place” where locals and visitors can gather to experience a different side of Gulf Shores. Water taxis, shrimp boats, fresh seafood and produce markets, retail shops, restaurants, art galleries, music and entertainment will create a lively area to enjoy.
- The district will enhance our community’s resiliency and geographic diversification by providing a new economic hub in an area away from the beach that has proven to recover quickly after storms.
- The waterway district will further attract private enterprise investment as it becomes a hotspot for arts, culture and entertainment.
- The area’s pedestrian-friendly design will help to stimulate our local economy by providing residents and visitors easier access to local businesses.
- Form-based zoning will entice investment in the area as it allows for flexibility in land use and development within the district.
- The Gulf Shores Business and Aviation Park’s available sites and buildings and its future expansion provide additional opportunities to diversify our economy with both aviation and non-aviation business recruitment that is complementary to our quality of life and tourism economy.
- Significant marketing efforts are underway targeting aircraft maintenance, overhaul and repair services to add to an already diverse mix of seafood, environmental and service industries located in the park.
- The airport’s proximity to the waterway district, combined with potential future connections to the Baldwin Beach Express, provides new opportunities for economic growth capacity and community-based economic development.
- Saunders Yachtworks, a high-end yacht service company located on the Intracoastal Waterway near the Business and Aviation Park, has proved to be a significant contributor to the area’s non-tourism economy and serves as an example of the potential business opportunities presented along this corridor.

WATERWAY DISTRICT – STRATEGIC PLAN OUTCOMES

By 2015, the Airport Business and Aviation Park will be designated as an Alabama Advantage Site and will have a refreshed master plan to attract new, targeted economic development that will result in diversified economic growth and additional jobs within the City.

By 2016, the City will facilitate additional public–private development opportunities for the revitalization and continued development of properties within Waterway Village.

Over the next 5 years, the City will work with the Army Corps of Engineers and property owners to facilitate the construction of a boardwalk and bulk head along the Intracoastal Waterway to better control erosion along the banks of the canal and to provide a new linear park for residents and visitors to enjoy.

WATERWAY DISTRICT – STRATEGIC PLAN STRATEGIES

1. The City will work to strengthen its relationship with Waterway Village business owners and will explore the possibilities of developing a special tax district to support new capital improvements and marketing for the area.
2. The City will continue to encourage public-private partnerships for the adaptive reuse and revitalization of properties within Waterway Village South.
3. The City will provide support for special events and programs to help attract residents and tourists to Waterway Village.
4. The City will encourage development and redevelopment within Waterway Village North by completing streetscape and destination identity signage improvements.
5. The City will explore opportunities to construct a new roadway connecting Waterway East Boulevard and the Business and Aviation Park to Cotton Creek Road to provide new economic development opportunities in the area.
6. The City will evaluate and assist with long term public parking needs to stimulate desired development and redevelopment within the district.
7. The City will identify and recruit targeted industries to create a more diversified and sustainable economy.
8. The City will establish and implement effective economic development strategies to encourage development within the Business and Aviation Park.
9. The City will seek Army Corps of Engineers approval for a linear park that will include a bulkhead and boardwalk along the Intracoastal Waterway. Pending approval, the City will research grants and available financial programs to fund the development, operation and maintenance of the park.
10. The City will support the extension of East 20th Avenue to connect with Canal Road to create a quainter and more pedestrian-friendly area surrounding Waterway Village South.

GULF STATE PARK – VISION 2025

Enhancement of Gulf State Park will foster a synergistic and sustainable relationship between the park's habitats, ecology and economy by promoting the equitable sharing and protecting of resources.

PROPOSAL:

1. Proper and sustainable enhancement and protection of state park land will attract outdoor enthusiasts, photographers, academics and conservationists to appreciate our distinct bionetwork. The opportunity to be immersed in our unique surroundings will help to inspire the conservation and preservation of our environment.
 2. The city will support projects to provide better access from the Baldwin Beach Express to the beach in an effort to help connect visitors to Gulf State Park.
 3. Environmental improvements include an environmental research and education facility for Alabama students, trail development and enhancement in the park, dune restoration along the park's beachfront and the establishment of a coastal ecosystems interpretive center.
- Improved roadway connections to the beach will resolve major traffic obstacles and is a primary facilitator in our ability to develop economic diversification.
 - Reconstruction of the lodge and conference center stimulates tourism and strengthens opportunities for a year-round, stable coastal economy by supporting local jobs and introducing a new market of conference attending visitors to our area.
 - Enhancements in the Gulf State Park will invite locals and visitors to become ambassadors for the Alabama Gulf Coast.
 - The opportunity to work with Jean-Michel Cousteau's Ocean Futures Society would align the city with a prestigious international initiative in the field of environmental development and preservation, enhancing the city's ecological and educational reputation in the market.
 - Strategies to develop educational opportunities include outdoor classrooms to be utilized by our forthcoming academic campus, as well as students from throughout the nation, public excursions for visitors, coastal training and professional development.

GULF STATE PARK – STRATEGIC PLAN OUTCOMES

Over the next 5 years, the City of Gulf Shores will support and partner with the Gulf State Park to provide environmental improvements within the park including an environmental research and education facility, new trail development and dune restoration, and the establishment of a coastal ecosystems interpretive center.

Over the next 5 years, the City of Gulf Shores will assist and support the Gulf State Park in the reconstruction of the Gulf State Park Lodge and Conference Center.

Over the next 5 years, the City of Gulf Shores will support transportation projects to provide improved access from the Baldwin Beach Express and the city's tourist areas to the Lodge and Conference Center.

GULF STATE PARK – STRATEGIC PLAN STRATEGIES

1. The City will advocate the development of local environmental programs and initiatives to help support environmental improvement projects within Gulf State Park.
2. The City will support the Governor's goals and efforts to reconstruct the Gulf State Park Lodge and Conference Center.
3. The City will secure a partnership with the Jean – Michel Cousteau Ocean Futures Society to establish world-class environmental education programs within the State Park.
4. The City will continue the development and support the future development of improved, safer bike and pedestrian access into and throughout the State Park.
5. The City will evaluate the feasibility of developing a trolley and other public transit options to provide improved access to and from the State Park.
6. The City will support projects to improve vehicular access to the Lodge and Conference Center including, but not limited to:
 - a. The installation of an adaptive traffic signalization stretching from north Gulf Shores along Highway 59 to Beach Boulevard
 - b. The construction of a new bridge across the Intracoastal Waterway
 - c. The development of the proposed East Beach Boulevard bypass

GULF BEACH DISTRICT – VISION 2025

The construction of a walkable, energetic beachfront district will attract tourism, stimulate local business, and encourage business and residential relocation.

PROPOSAL:

1. Revitalize our beachfront with the development of a quaint, landscaped boulevard that will reroute tourism traffic further from the coastline.
 2. Design and construct a contemporary beachfront that is pedestrian- and bike-friendly with access to beachfront dining, shopping and entertainment.
 3. Connect the Gulf Beach District to Waterway Village with a pedestrian and bike-friendly route.
- This plan will rejuvenate the face of our community by enriching the experience to live, work, play and connect at the beach.
 - A captivating and engaging beachfront will further instill pride with residents that love to live here and visitors that love to visit here, creating an elevated reputation of the community.
 - The new Gulf Beach District takes maximum advantage of the entire half mile of city-owned beachfront.
 - A pedestrian-friendly beachfront reinforces the community “sense of place,” providing a walkable community that is welcoming, safe and accessible.
 - Storm damage recovery is lessened by rerouting major roadways farther north from the coastline.
 - Walkable communities, including sidewalks and bike paths, are proven to increase property value and contribute to the local economy.
 - The diversion of traffic from the beach along with the development of walkable, pedestrian-friendly corridors and the introduction of beach shuttles anticipates the desires of the population and positions Gulf Shores as a progressive beachfront community.

GULF BEACH DISTRICT – STRATEGIC PLAN OUTCOMES

By 2015, the City of Gulf Shores will consider new and updated zoning regulations that support the desired scale and development for a walkable beachfront.

By 2015, the City of Gulf Shores will introduce a comprehensive recycling program along the beachfront to encourage the protection and conservation of our natural resources.

By 2017, the City of Gulf Shores will complete a feasibility study on the development of a trolley and other public transit options.

Over the next 5 years, the City of Gulf Shores will provide new public facilities and improved access to enhance the numerous public beach areas throughout Gulf Shores.

Over the next 5 years, the City of Gulf Shores will complete new, enhanced pedestrian and bicycle improvements to foster a more walkable tourist destination that provides safe pedestrian access to dining, shopping and entertainment.

GULF BEACH DISTRICT – STRATEGIC PLAN STRATEGIES

1. The City will design and implement improved pedestrian and bicycle-friendly routes to connect the Gulf Beach District to various areas of the city including, but not limited to:
 - a. Gulf Beach District to the Waterway District
 - b. Gulf Beach District to the Gulf State Park Lodge and Conference Center
 - c. Gulf Beach District to destinations north of the Intracoastal Waterway
2. The City will partner with ALDOT to develop the East Beach Boulevard Bypass to expedite eastbound traffic to the State Park and Orange Beach by routing it around the Gulf Beach District.
3. The City will research the feasibility of the development of a trolley and other public transit options to improve access to and from the Gulf State Park Lodge and Conference Center, Waterway Village and other locations throughout the city.
4. The City will design and implement a pedestrian-friendly beachfront that takes advantage of the numerous public beach areas and provides a welcoming, safe and accessible environment.
5. The City will review and implement appropriate zoning revisions to insure all new development or redevelopment is of the appropriate size and scale to enhance its established Small Town, Big Beach brand.
6. The City will develop and implement a comprehensive recycling program along the beachfront by offering enhanced services including, but not limited to:
 - a. Providing convenient trash and recycling receptacles on the beach throughout the high-density condo and public beach areas.
 - b. Developing a centralized recycling center to provide citizens with 24/7 access to recycling resources.
 - c. Encouraging community partnerships to initiate a grassroots campaign to educate locals and visitors on the importance of recycling and conservation of natural resources

Short-Term Goals/Factors Impacting Budget Development

Fines were received by Gulf State Park in late 2014 through the Restore Act due to the BP Deep Water Horizon Oil Spill. The City's bond rating was upgraded as a result of Council focus on paying off short term debt as quickly as possible. The City received a final court decision concerning the Fort Morgan Annexation which reduced Lodging Tax collections in 2014. Due to increased Sales Tax Collections in 2014, the overall revenue impact of the Fort Morgan Annexation decision was revenue neutral.

SUMMARY OF THE FISCAL YEAR 2014 BUDGET

Significant Budget Items and Trends

At the quarterly October 2014 Finance Committee the City of Gulf Shores budget was presented to the Council by Department with a breakout of Fixed Personnel and Operations Costs, Additional Personnel, and Capital Requests that contained many of the items on the Ten Year Capital Plan. A Ten Year Capital Plan was also presented to the Finance Committee Members at the October 2014 Finance Committee Meeting.

Employee Pay Adjustments - In the 2014 Budget, \$333,000 in City General funds were set aside for the following pay adjustments:

- Employees employed as of December 2010 were brought to 100% of market
- A Wage Index Adjustment of 1.1% was effective January 1, 2014
- Based on 2014 annual review either a 2.5% increase for exceptional employees or a 1.5% increase for above average performing employees

A summary of the recommended personnel changes for the Adopted 2015 Budget is 10 new full-time, 5 seasonal, 4.5 contract laborers, and 1 reclassified part-time to full-time positions.

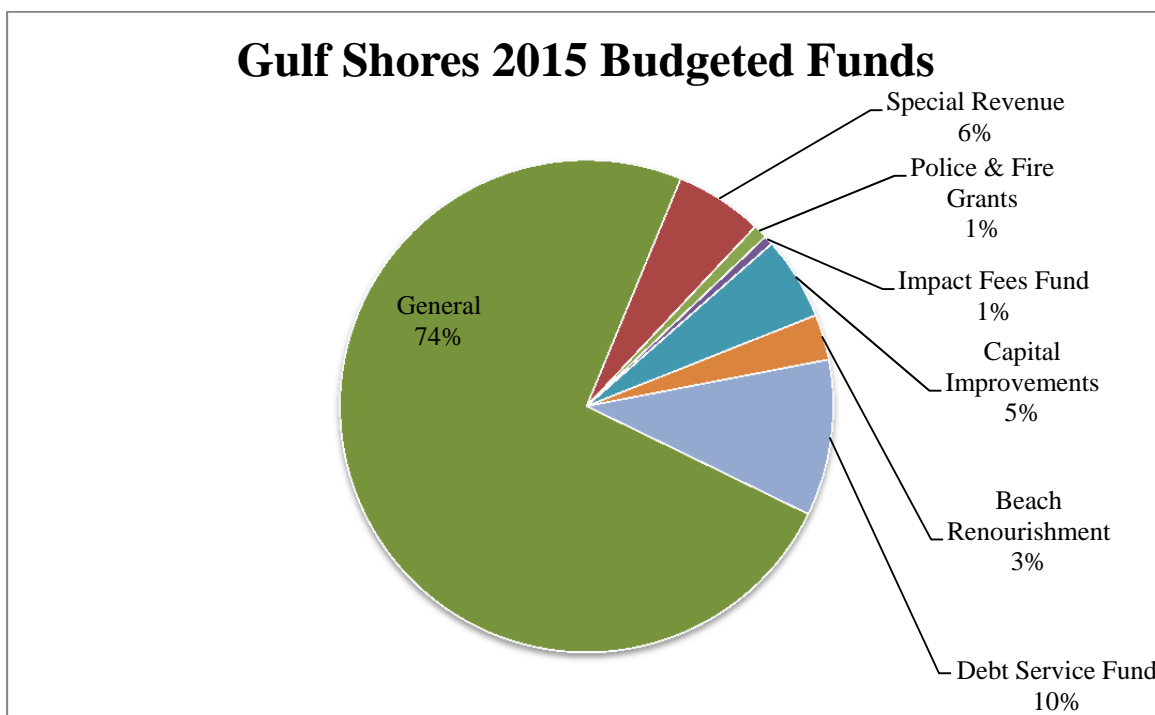
- **Economic Development Coordinator**
- **Information Technology Specialist**
- **Municipal Court Magistrate**
- **Communications Officer**
- **Assistant Director, Recreation and Cultural Affairs**
- **Public Works Facility Maintenance Worker for Bodenhamer and Cultural Center**
- **Cultural Center Programs and Events Coordinator (part-time to full-time)**
- **Two Police Officers (Beach funding)**
- **Beach Rangers (4) Seasonal – 84 hours bi-weekly (Beach funding)**
- **Two Equipment Operators (Beach Funding)**
- **PW - 1 Seasonal for Kiosk (Beach Funding)**
- **Contract Laborers 4.5 for Beach and Recycling (Beach Funding)**

Fund Structure

The Adopted All Funds Budget for Fiscal Year 2015 is \$43,828,956. This represents a net decrease of \$2,541,483 or -5.5% from the Amended Fiscal Year 2014 Budget of \$46,370,439. A synopsis of the total All Funds Budget appropriated is as follows:

	Amended Budget 2014	Adopted Budget 2015	Increase (Decrease)	% Change
General	33,937,214	32,437,500	(1,499,714)	-4%
Special Revenue	2,601,000	2,521,000	(80,000)	-3%
Police & Fire Grants	434,000	404,000	(30,000)	-7%
Impact Fees Fund	582,300	267,200	(315,100)	-54%
Bond Proceeds	405,359	0	(405,359)	-100%
Beach Renourishment	70,000	1,310,867	1,240,867	1,773%
Capital Improvements Fund	2,115,000	2,392,272	277,272	11%
Storm Damage Fund	1,428,554	0	(1,428,554)	-100%
Debt Service Fund	4,797,012	4,496,117	(300,895)	-6%
Total	<u>\$46,370,439</u>	<u>\$43,828,956</u>	<u>(\$2,541,483)</u>	-5.5%

Fund Relationship - A graphic view of the 2015 All Funds Budget is as follows:



Financial Policies

The City's 2010 Adopted Financial Policy was updated December 2014 and is included at the end of the 2015 Budget document. The updated Financial Policies formalize the plan to increase reserves by 5% annually to work towards a goal of 100% fund balance. While ambitious, the Finance Committee thinks the 100% of fund balance goal can be obtainable given the growth anticipated for the City. Strong fund reserves are needed due to the possibility of a weather related event. Two months operating reserves of approximately \$5.4 million are needed as well as \$1.25 million per week to pay for contract debris removal based on the last major storm the City had (plus inflation estimate of 25% over the ten year period since Hurricane Ivan occurred). Following the last major weather event it took almost two months for receipt of any federal assistance. In future years, the City is taking steps to be prepared in the event federal assistance is not received.

The Finance Committee in 2013 requested a longer term look at revenues, expense and reserve funds in line with the 10 year Capital Plan. Revenues, expense and reserve fund trends were projected over a 10 year period with assumptions for growth more heavily weighted towards growth close to current experience at 5% to 2018 followed by more moderate growth projections in years 2019 to 2022 ranging from 3% to 4%. Expenses were projected to grow more modestly at 2% than revenues in line with the City's conservative spending patterns.

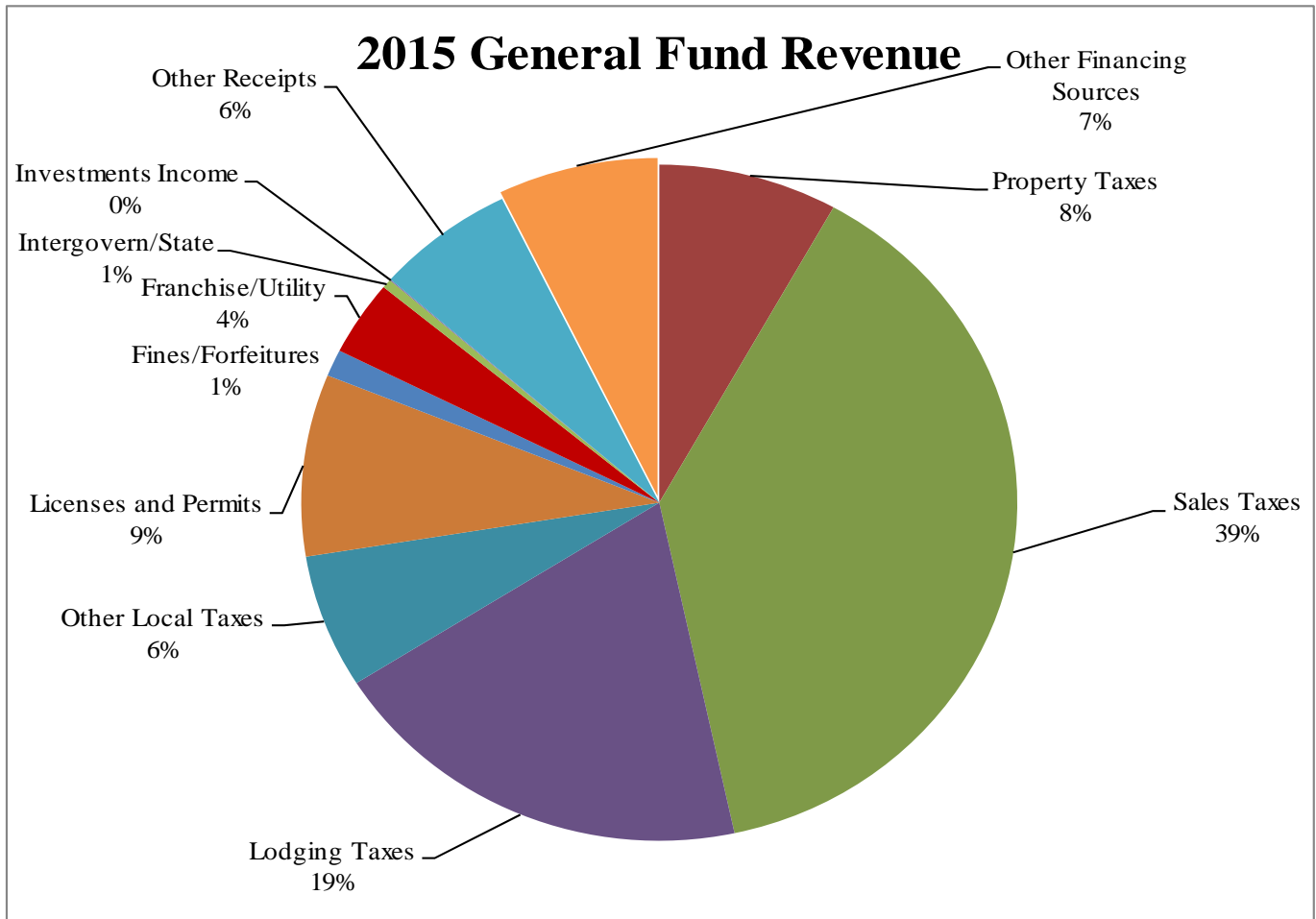
Quarterly the Finance Committee reviews the 10 year Revenue, Expense and Reserve funds usage projections. Modifications are made as needed and various debt scenarios are included in the

projections to see how the debt would impact reserve funding and whether the established 5% annual reserve target increase can be maintained. In 2015 the Debt Service Fund is 10% of total funds. In 2016 current debt service levels will reduce by \$928,946 and in 2018 debt service will decrease by another \$467,900. The City will do a request for qualifications either late 2014 or early 2015 for both short and long term debt rates to determine how best to fund the goals of the Vision 2025 Strategic Plan.

Revenue Trends

The City of Gulf Shores General Funds Revenues are as follows and shown in a pie graph on the next page:

	Revenue Budget 2015	% of Budget
Property Taxes	2,623,000	8%
Sales Taxes	12,500,000	39%
Lodging Taxes	6,300,000	19%
Other Local Taxes	2,075,000	6%
Licenses and Permits	2,821,000	9%
Fines/Forfeitures	415,000	1%
Franchise/Utility	1,163,000	4%
Intergovern/State	140,200	0%
Investments Income	15,000	0%
Other Receipts	2,038,300	6%
Other Financing Sources	2,347,000	7%
Total	32,437,500	



Property, Sales, Lodging, and Other Local Taxes comprise 72% of the total General Fund Revenues and are highly dependent on tourism income. The beaches are beautiful and with several concerts and sporting events held in 2014, the City continued to rebound from the devastating BP Oil Spill Disaster. Revenue projections are based on trend analysis of prior years' receipts with recurring and non-recurring factors impacting revenue growth taken into consideration. City Revenues due to tourism are highly cyclical and are charted by month for the past five years with a projection made that takes into account prior years actual with an emphasis on current market trends heavily impacting the final projection.

Basis of Budgeting

Governmental funds are reported using a current financial resources measurement focus and are budgeted using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual: i.e., when they become both measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for recognition of all other Governmental Fund revenues. The revenues subject to accrual are property taxes, franchise fees,

licenses, charges for service, interest income and intergovernmental revenues. Sales taxes collected and held by the state at year end on behalf of the government are also recognized as revenues. All other governmental fund revenues are recognized when received. The basis of budgeting is the same as reported in the entity's audited financial statements with the exceptions of depreciation which is not budgeted, but recognized when audited and encumbrances which are recorded during the year and closed out prior to year end.

Long-Range Financial Planning

City Department Heads were asked to create an out year budget along with their budget for 2015 in order to identify future funding needs. Capital Outlays were requested for a ten year period beginning in 2015 and the City Department Heads collaborated on the Ten Year Capital Outlay Plan reviewed by the Finance Committee. Ongoing maintenance costs for vehicles and equipment were considered prior to recommendation for replacement.

Capital Expenditures

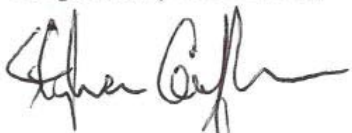
Capital Outlay for equipment, vehicles, and a city signage program were included in the Ten Year Capital Outlay Plan for a ten year period in 2015, enabling the City to replace worn out equipment and vehicles with less ongoing maintenance costs. Cost savings on maintenance of older vehicles and equipment will offset some of the expense in 2015.

CONCLUSION

In conclusion, the programs outlined in the following pages of this budget document are attainable and reasonable. Sincere appreciation goes to all the Department Heads for the careful effort put forth in composing their departmental budget(s).

This budget continues to show the sound fiscal policy established by the Mayor and Council. We also expect to maintain a healthy fund balance of \$17,790,145 or 55% of the General Fund Adopted Budget Expenses of \$32,345,719.

Respectfully submitted,



Steve Griffin, City Administrator



Cynthia King, Director Finance & Administrative Services

Just the Facts

All about Gulf Shores, Alabama

Government

- The Town of Gulf Shores was incorporated on February 12, 1957 and became a city on April 18, 1985.
- The affairs of Gulf Shores, Alabama are conducted by a Mayor and a Council consisting of five members.
- The daily operations of the city are run by the City Administrator responsible to the Mayor and Council.

More Facts

- Gulf Shores is a world-class all-seasons resort area on the white sandy beaches of the southern tip of Baldwin County, Alabama on the warm waters of the Gulf of Mexico.
- Gulf State Park is 6,000 acres of land partially located in Gulf Shores with 20 miles of paved trails for hiking and biking.
- The tourist boom in Alabama came in the early 1970s following the construction of Interstate 65, sparking development.

Geographic Characteristics of Gulf Shores, Alabama

	<u>Square Miles</u>	<u>Climate</u>	<u>Topography</u>
Land Area	26.11Sq/Miles		
Water Area	4.76 Sq/Miles		
Average Annual Temperature		69.6 Degrees	
Average Annual Rainfall		61.6 Inches	
Elevation			8 Feet

All About Gulf Shores, Alabama

Just the Facts

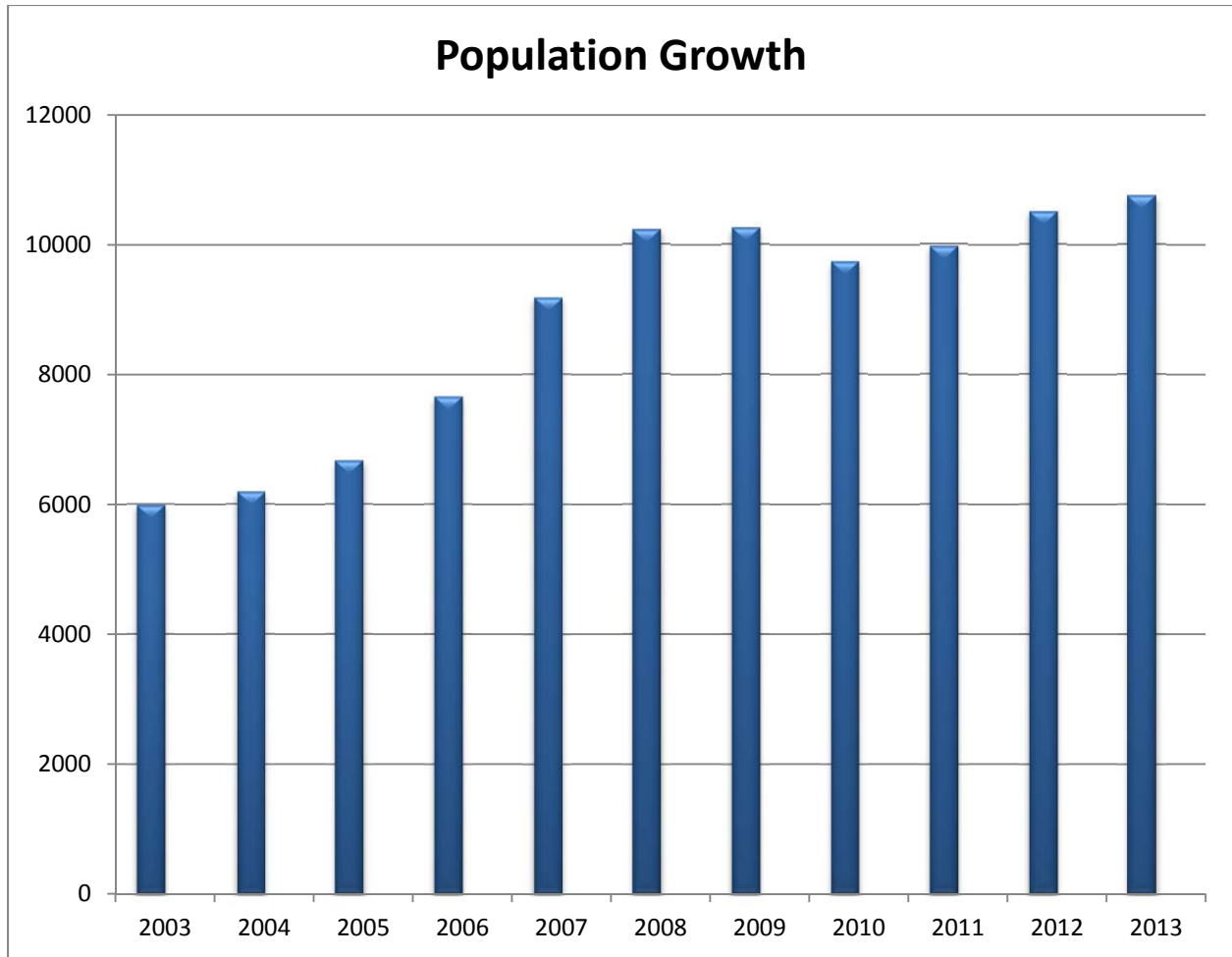
Demographics

Age, Race & Gender Composition	
White	91.5%
Hispanic	4.3%
Black	1.8%
American Indian	.2%
Asian	1.2%
Female	53.4%
Male	46.6%
Age Under 5 Years	6.1%
Age 18 years & Over	74.8%
Age 65 years & Over	23.6%
Median Age is 38.5 years	

The table above depicts information related to the population of Gulf Shores, Alabama.

Figures based on US Census Bureau American Community Survey 5 year estimates 2008-2012

Just the Facts



Source: US Census Bureau Population Estimates, 2003 through 2013

Gulf Shores, Alabama almost doubled its population during the past ten years.

All About Gulf Shores, Alabama

Just the Facts

Economic Highlights

Top Ten Employers in Gulf Shores, Alabama

	Employer	# of Employees
1	LuLu's	465
2	Waterville	300
3	The Hangout	300
4	City of Gulf Shores	278
5	Gulf Shores Public Schools	246
6	Wal-Mart	238
7	Kaiser	165
8	Original Oyster House	150
9	Rouse's Enterprises	145
10	Brett Robinson	145

Gulf Shores issued 9,056 licensed businesses in 2013

**Per Capita Income within Gulf Shores in 2012
was lower than the United States level.**

2012

United States \$28,051

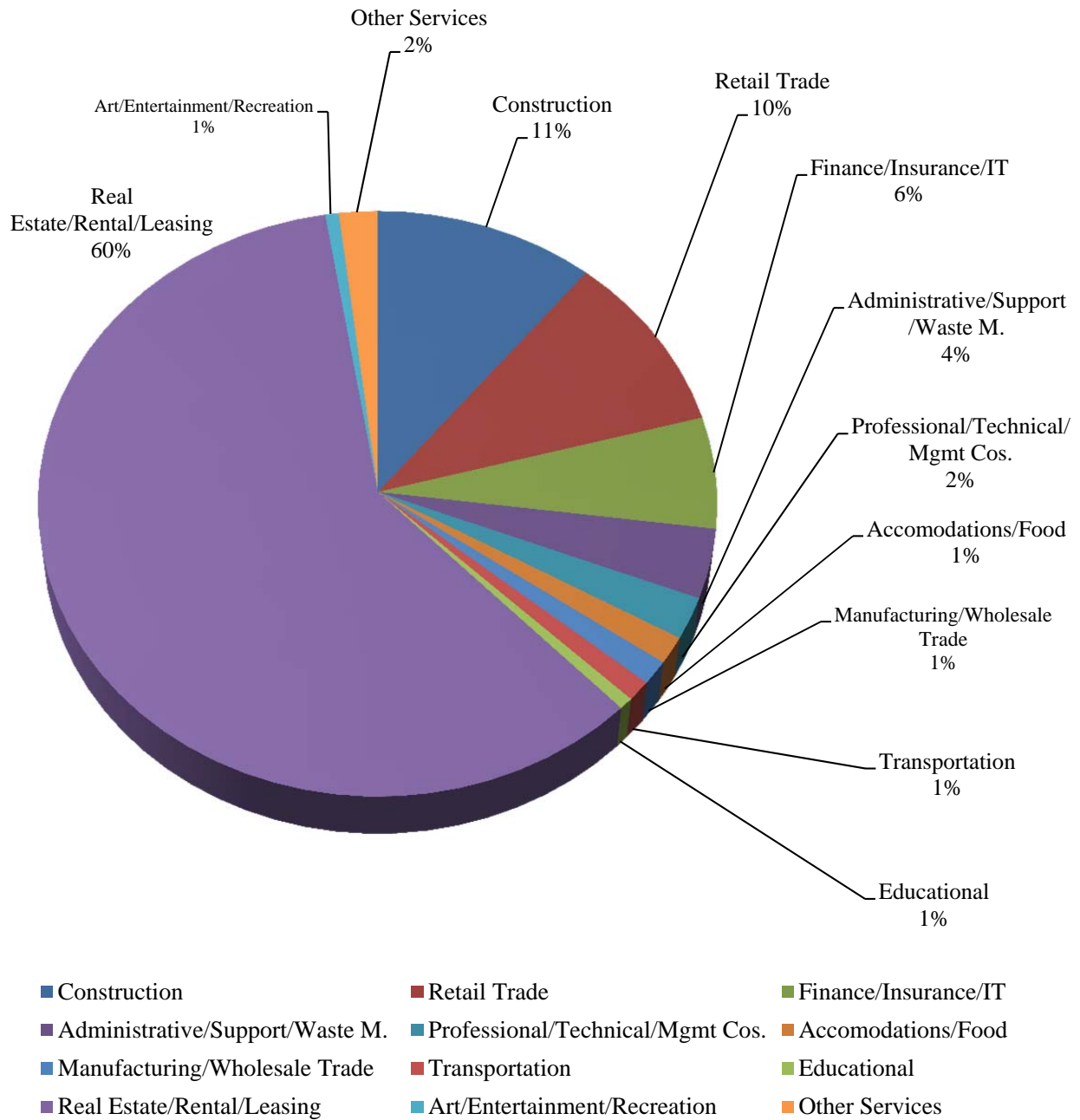
Gulf Shores \$24,919

Source: US Census Bureau

All About Gulf Shores, Alabama

Just the Facts

Gulf Shores, Alabama Business Profile



All About Gulf Shores, Alabama

Just the Facts

Housing Statistics

Number of Housing Units 10,806

Owner-Occupied 3,991

Seasonal, recreational or occasional use 6,815

Source: US Census Bureau 2008-2012 American Community Survey

Housing Size

Housing Units by Size	
Studio Type	1.60%
One Bedroom	8.70%
Two Bedrooms	40.40%
Three Bedrooms	43.30%
Four Bedrooms	5.50%
Five Bedrooms or more	.5%

Just the Facts

Owned Homes, Apartments and Condos

Average Household Size	2.16
Median year structure was built	2000
Median Value of occupied units	\$189,400
Median Price asked for vacant units	\$302,080

Rented Homes, Apartments and Condos

Average Household Size	2.73
Median year structure was built	2000
Median Monthly Rent asked for vacant units	\$906

Service Statistics:

The chart below describes several of the services provided in Gulf Shores, Alabama.

Public Safety 2014	
Fire Protection	Police Protection
Fire Stations.....4	Primary Patrol Districts.....3*
Sworn Employees.....42	Sworn Employees.....43
Civilian Employees.....1	Civilian Employees.....17
*Tourist Season includes a 4 th district	

All About Gulf Shores, Alabama

Just the Facts

Park, Recreation & Cultural Affairs

City Park Properties.....	8	Auditorium.....	1
Recreation Center.....	1	Gymnasiums.....	2
Sportsplex.....	1	Cultural Center.....	1
Lighted Tennis Courts.....	18		
Multi-Purpose Fields.....	5		
Football Stadium.....	1		
Swimming Pool.....	1		
Play Grounds.....	2		
Beach Volleyball Courts.....	4		
Picnic Areas.....	6		
Civic Center.....	1		
Library.....	1		
Boat Launching Facilities.....	2		
Baseball/Softball Fields.....	13		
Museum.....	1		
Community House.....	1		
Adult Activity Center.....	1		
Outdoor Basketball Courts.....	3		
Horseshoe Pits.....	10		
Dog Park.....	1		

All About Gulf Shores, Alabama

Just the Facts

Bocce Ball Courts.....2

Highways and Streets

Miles of Streets Maintained.....70.35

Streetlights.....2,234

Traffic Signals.....24

Educational System

Elementary School..... 1

Middle School.....1

High School.....1

Day School (ages 2-5)..... 2

Community College.....1

Historic Sites

Fort Morgan

Knob Hill – Historic Marker

Camp Withers – Historic Marker

Callaway Home – Registered Historic Home

For More Information

If you would like more information about Gulf Shores, Alabama, please visit the Gulf Shores website at www.gulfshoresal.gov, or call the City of Gulf Shores at 251.968.1120.

All About Gulf Shores, Alabama

CITY OF GULF SHORES, ALABAMA
FINANCIAL SUMMARIES
FISCAL YEAR 2015

City of Gulf Shores, Alabama Budget 2015

Fund/Department Cross Reference Table

Department/Division	FUND					
	General	Special Revenues	Police & Fire Grants	Impact Fees	Beach Fund	Debt Service Fund
Executive	X					
Human Resources	X					
Finance & Administrative Services	X					
Municipal Court	X					
Police	X		X	X	X	
Fire & EMS	X		X	X		
Community Development	X					
Building	X					
Recreation & Cultural Affairs	X			X		
Special Events & Programs	X					
Library	X					
Recreation - Bodenhamer	X					
Recreation - Sportsplex	X			X		
Recreation - Parks	X			X		
Recreation - Beach	X			X		
Recreation - Cultural Center	X			X		
Public Works - General Services	X					
Public Works - Custodial	X					
Public Works - Landscaping	X			X		
Public Works - Streets	X			X	X	
Public Works - Maintenance	X			X		
Appropriations	X	X				
Transfers Out						X

Fund Description

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective. For 2015 the City of Gulf Shores has the following funds: General, Special Revenue, Police & Fire Related Grants, Impact Fees, Beach Restoration & Projects, Capital Improvement Funds, Storm Damage Fund and Debt Service. The General Fund is used to account for all financial resources except those required to be accounted for in another fund. Transfers out of the General Fund to the Debt Service Fund are used to retire outstanding City debt. Transfers from the Designated Taxes fund to the General Fund are used to pay for legally restricted specific purposes for Police and Fire grants. City fund definitions and purpose are in the following sections.

GENERAL FUND

The General Fund expenses provide services to the City population and represents expenditures for governmental services normally associated with government (i.e. public safety, streets, parks, recreation facilities). General Fund revenues consist of approximately 73% Taxes and 11% Licenses and Permits. Over half (54%) of the General Fund expenditures are related to salaries. Transfers for Debt Service makes up 14% of the General Fund Budget and is used to pay for bond improvements. Other designated transfers for Lodging Tax related to Beach Activities comprise 7.8% of the General Fund Expenditures. Operational costs comprise another 19% of the General Fund expenditures and Capital is 4.8% of the General Fund Expenditures. Capital Outlays in the General Fund Building Department are related to Alabama Department of Environmental Management (ADEM) expenditures.

Fund Balance: Cash reserves are sufficient to maintain solid financial strength for future years. In 2013 additional funds of \$2.389 million were added to the reserves. The City is in compliance with the City's updated City Financial Policy adopted in 2014 with the passage of the 2015 budget. The 2014 City Financial Policy requires a General Fund cash reserve equal to 55% for 2015. General Revenue fund reserves 2015 will comprise 30% of the General Fund Operating Budget and a Beach Reserve equivalent to twenty-five (25%) of the General Fund Budget. In 2014 the City was able to maintain 50% of the General Fund target level of reserves needed of \$8,484,303 (25%) and to the Beach Reserves \$8,484,303 (25%) in order to sustain operations during fluctuations of the revenue streams. Total reserve funds target for 2015 is \$17,790,145, or 55% of the General Fund Budget.

SPECIAL REVENUES

Special Revenues represent 2% of City wide Lodging Tax collections set aside to offset beach restoration expenses. The Special Revenues paid off a bond issue in 2013 for beach restoration costs. Special Revenue Funds are not shown separately in the City's audited financial statements but are included as part of the General Funds.

Special Revenues other than the Lodging Tax Collections are operating funds used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specific purposes.

POLICE & FIRE GRANTS

Operating funds used to account for the proceeds of specific revenue sources that are legally restricted and are to be used for specific purposes. Grants are shown under Program Revenues as Operating Grants and Contributions in the audited Financial Statements.

IMPACT FEES

Impact Fees are imposed on property developers for new infrastructure that must be built or increased due to new developments. The Fees are shown under the heading Capital Grants and Contributions in the audited financial statements.

BEACH RESTORATION & PROJECTS FUND

The Beach Restoration and Projects Fund is used for the annual monitoring and tilling for the beach re-nourishment project. In 2015 new objectives will include a beach recycling program, as well as police enforcement and restoration efforts. Initial capital funding for the beach recycling and enforcement efforts will be provided from transfers from the 2% Lodging Tax Special Revenues Fund.

CAPITAL IMPROVEMENTS FUND

The Capital Improvements Funds is used for the acquisition and construction of major capital equipment and facilities. Capital Improvements Funds are used for capital projects such as state transportation projects that require a city match. These significant capital investments for improvements to road infrastructure should reduce the operational costs for repair and maintenance in 2015 and future years and significantly improve traffic flow in and around the City. The City developed in 2013 a Ten Year Capital plan that should enable ongoing routine and maintenance costs to be kept at a minimal level without spikes for maintaining equipment beyond its normal life cycle. An updated copy of the Ten Year Capital Plan is included at the end of this section.

DEBT SERVICE FUND

The Debt Service Fund is used to record principal and interest payments on debt which include bond issues, general obligation warrants with banks, notes payable, and lease/purchases. The expense for Fiscal Agent Fees for bond issues is also recorded in this fund. Funding for most payments is provided by a transfer from the General Fund. Payments on the 2005-C G. O. Warrant that provided funds to purchase the Pinnacle Mall property are funded by: the City's share of Property Taxes or payments in lieu of taxes paid by the developer/owner to Baldwin County; Sales and Use Taxes paid to the City by the merchants located in the mall; and rent paid to the City by the developer/owner.

Debt

A constitutional debt limit of 20% of the assessed value of the property within the city limits is in place for the City of Gulf Shores. Assessed property values for 2013 of \$478,341,860 were received from the Baldwin County Revenue Commissioner's Office, which would result in a debt limit of \$95,668,372. Our current debt limit is \$99,998,988, which is based on 2014 assessed property values of \$499,994,940. Current debt obligations are \$38 million. Debt Service constitutes 10% of total all funds expenditures. Dedicated revenue streams offset 40% of the debt service for land acquisition related to Pelican Place Mall. Sales Tax collections from Pelican Place mall are dedicated to pay the debt for Pelican Place Mall. Due to reliance on tourist revenue streams that are highly cyclical, debt service funds that have to be set aside limits funds available for operations.

All of the long-term debt owed by the City of Gulf Shores is in the form of General Obligation Warrants. General Obligation Warrants are tax supported. The reporting entities long-term debt is segregated between the amounts to be repaid from governmental activities and amounts to be repaid from business-type activities. City debt limits for the past five years are shown in the following chart:

Fiscal Year	Assessed Value	Debt Limit %	Debt Limit \$	Total Debt
2014	499,994,940	20%	99,998,988	38,016,672
2013	478,341,860	20%	95,668,372	38,877,200
2012	468,268,740	20%	93,653,748	46,055,063
2011	487,433,672	20%	97,486,672	44,882,575
2010	524,154,540	20%	104,830,890	47,830,566

As of December 31, 2014 the governmental long term debt consisted of the following:

General Obligation (GO) Warrants:

2012 GO Warrants- Issue Amount \$738,283

The 2012 GO Warrants helped fund the Baldwin County Schools Learning for Life Project to maintain educational programs and services. This program facilitated the Digital Renaissance Program, which provided each Gulf Shores Elementary and Middle School student with a Mac Book. The final Debt Service amount due in 2015 is \$189,951.

2012 B GO Warrants- Issue Amount \$800,000

The 2012 B GO Warrants funded the purchase of state-mandated emergency preparedness radios. The Motorola APX4000 radios were purchased for the Executive, Recreation and Public Works departments. Warrant funds were also used to purchase a street sweeper, additional Police vehicles and the Spillman Public Safety Software. Debt Service amount due in 2015 is \$181,189; pay off in August 2015.

2012 C and 2012 D GO Warrants – Issue amount \$19,645,000

The 2012 C and D GO Warrants refunded the City's outstanding Series 2004 and Series 2006-B Warrants and provided funds for capital improvements in the City including parking property purchase, streetscape improvements, way finding signage, building improvements, road repair and equipment purchases.

2008 A GO Warrants – Issue Amount \$17,050,000

The following projects were funded by the proceeds of this issue: purchase property, two buildings, and renovation of buildings, for the City Hall Annex. The Annex is located on Clubhouse Drive across the street from the existing City Hall. The Annex provided much needed additional space for the Municipal Court offices and court chambers, administrative offices for the Police Department, and offices for the Community Development and Building Departments. Additional projects completed with the bond issue proceeds were: renovation of the existing City Hall building; Meyer Park Improvements; and various other capital expenditures to renovate and improve existing City assets.

In addition to providing funds for capital projects, the 2008-A issue refunded two existing bond issues: the unrefunded portion of the 1996 G. O. Warrant and the 1998-C G. O. Warrant. Aggregate Debt Service (Principal and Interest) owed on the issue is \$20,953,735 and is repaid from the General Fund. Debt Service amount due in 2015 is \$1,429,523; 2016 amount due is \$1,431,460.

2006 A GO Warrants – Issue Amount \$2,465,000

Debt Service Refunding for 2005 C and 2006 B warrants paid from General Fund revenues. Aggregate Debt Service (Principal and Interest) owed on the issue is \$2,782,055. Debt Service amount due in 2015 is \$126,340.

2005 C GO Warrants – Issue Amount \$11,560,000

Proceeds were used for Colonial Properties Project for Pelican Place Mall and debt service is repaid by Sales Taxes from the mall. Aggregate Debt Service (Principal and Interest) owed on the issue is \$1,791,103. The final payment due in 2015 is \$1,791,103.

Notes leases payable:

\$115,944 Lease Payable for 3 Reel Mowers for the Recreation Department, annual payments of \$28,986 with final payment due November 2015.

Debt service payments by year are as follows:

Debt Service Payments by Year

	Principal	Interest	Total
2015	3,211,672	1,279,945	4,491,617
2016	2,540,000	1,022,671	3,562,671
2017	2,585,000	960,531	3,545,531
2018	2,095,000	891,631	2,986,631
2019	2,170,000	821,390	2,991,390
2020	2,240,000	746,010	2,986,010
2021	2,530,000	690,970	3,220,970
2022	2,380,000	620,375	3,000,375
2023	2,435,000	564,906	2,999,906
2024	2,505,000	252,257	2,757,257
2025	2,565,000	440,868	3,005,868
2026	2,640,000	373,275	3,013,275
2027	2,765,000	254,475	3,019,475
2028	2,890,000	130,050	3,020,050
2029	0	0	0
Total	35,551,672	9,049,354	44,601,026

City of Gulf Shores, Alabama 2015 Budget Calendar

Date	Action
December 19, 2013	Council retreat with Mayor, Council, and Department Heads to discuss Five Point Strategic Vision Small Town, Big Beach 2025 Vision for Sustainability.
April 1 to June 11, 2014	Strategic Vision Rollout to elected officials, civic clubs, and Chamber of Commerce.
June 9, 2014	Council adopts Small Town, Big Beach 2025 Vision for Sustainability.
August 4, 2014	Budget Preparation Instructions sent to Department Heads with request to not exceed 2014 budgeted amounts in total by Department. Departments were asked to look for ways to reduce expenses to offset increased pension costs. The General Fund Budget requests should be consistent with the Vision 2025 Key Strategies and Priorities set by the Mayor and Council. Budget linkage to plan to confirm the departments and council have no conflicting objectives. Departments were asked for objective measures of progress toward accomplishing department's mission as well as goals and objective for specific units and programs. Objectives and measures need to be linked and outcome related.
July 17th, August 19th, & September 5th, 2014	Department Heads meet to build Ten Year Capital Outlay Plan. Three meetings were held and departments heard the other departments needs and collaborated on how best to meet city wide needs with limited resources. Final meeting recapped all requests to be included in the 2015 Budget. Finance committee received Ten Year Capital Plan and 2015 Capital Budget Requests at October 30th Finance Committee meeting.
September 30, 2014	Budget Requests due to Finance & Administrative Services Director. Requests were compiled with recommendations for meeting needs with revenue sources.
October, 2014	City Administrator 2015 Budget recommendation prepared for Mayor and Council.
October 27, 2014	Council adopts City of Gulf Shores Strategic Plan 2015-2019 Laying the Foundation for Vision 2025
October 30, 2014	Finance Committee reviews Budget Requests including Budget Message, General Fund revenue and expense projections, position and Capital requests. Strategy for budget review agreed upon with Finance Committee.
November 17, 2014	Committee of the Whole (COW) meeting for full Council review
November 24, 2014	Council Adoption of 2015 Budget

CITY OF GULF SHORES, ALABAMA
FINANCIAL SUMMARIES
TABLES AND GRAPHS
FISCAL YEAR 2015

TABLE 1
CITY OF GULF SHORES, ALABAMA
CITY WIDE ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
General Fund	23,861,479	25,136,334	31,341,242	30,148,500	(1,192,742)	-3.81%
Special Revenue Funds:						
2% Lodging Tax	2,640,821	2,765,035	2,601,000	2,521,000	(80,000)	-3.08%
Designated Taxes	386,026	590,691	434,000	404,000	(30,000)	-6.91%
Impact Fees	280,175	307,499	582,300	267,200	(315,100)	-54.11%
Library Board Fund	2,974	1,069	0	0	-	0.00%
Capital Projects Funds:					-	0.00%
Beach Restoration	5	14	0	0	-	100.00%
2006 GO Warrant	0	0	0	0	-	0.00%
2008 GO Warrant	148,487	767,568	405,359	0	(405,359)	0.00%
2012 Refunding	88	95,366	0	0	-	0.00%
Capital Improvements	0	0	0	1,374,914	1,374,914	n/a
Grants	2,955,767	6,380	1,422,500	2,708,484	1,285,984	90.40%
Storm Damage	6,012,709	2,786,347	588,554	0	(588,554)	-100.00%
Debt Service	1,949,267	2,016,330	120,000	0	(120,000)	-100.00%
TOTAL REVENUES	38,237,798	34,472,633	37,494,955	37,424,098	(70,857)	-0.19%
EXPENDITURES						
General Fund	22,517,434	22,236,342	26,258,950	24,288,142	(1,970,808)	-7.51%
Special Revenue Funds:					-	0.00%
2% Lodging Tax	0	0	0	0	-	0.00%
Designated Taxes	104	2,891	35,000	35,000	-	0.00%
Impact Fees	159,962	333,288	582,300	267,200	(315,100)	-54.11%
Library Board Fund	3,307	3,538	0	0	-	0.00%
Capital Projects Funds:					-	0.00%
Beach Restoration	57,095	0	70,000	1,310,867	1,240,867	1772.67%
2006 GO Warrant	0	0	0	0	-	0.00%
2008 GO Warrant	2,916,698	3,409,744	405,359	0	(405,359)	0.00%
2012 Refunding	16	3,261,020	0	0	-	0.00%
Capital Improvements	0	0	0	2,392,272	2,392,272	n/a
Grants	2,871,654	-	2,160,500	2,708,484	547,984	0.00%
Storm Damage	7,019,879	3,263,515	1,428,554	0	(1,428,554)	-100.00%
Debt Service	25,459,085	6,209,767	4,797,012	4,496,117	(300,895)	-6.27%
TOTAL EXPENSES	61,005,234	38,720,105	35,737,675	35,498,082	(239,593)	-0.67%
Excess of Revenues over						
Total Expenditures	(22,767,436)	(4,247,472)	1,757,280	1,926,016	168,736	9.60%
OTHER FINANCING						
Bond Issue net	22,871,761					
Installment Loan Proceeds	0	0	0	0	-	
Transfers in	26,061,441	7,110,115	8,920,984	9,113,342	192,358	2.16%
Transfers out	(26,061,441)	(7,110,115)	(10,677,857)	(10,947,577)	(269,720)	2.53%
Total Other Financing Uses	22,871,761	-	(1,756,873)	(1,834,235)	(77,362)	4.40%
Net Change in Fund Balance	104,325	(4,247,472)	407	91,781	91,374	22450.61%
Prior Period Adjustment	1,311,876					
Fund Balances - Beginning	27,318,814	28,735,024	24,487,552	24,487,959	407	0.00%
Fund Balances - Ending	<u>\$28,735,015</u>	<u>\$24,487,552</u>	<u>\$ 24,487,959</u>	<u>\$ 24,579,740</u>	<u>\$ 91,781</u>	<u>0.37%</u>

GRAPH 1
CITY OF GULF SHORES, ALABAMA
CITY WIDE ADOPTED BUDGET
FISCAL YEAR 2015

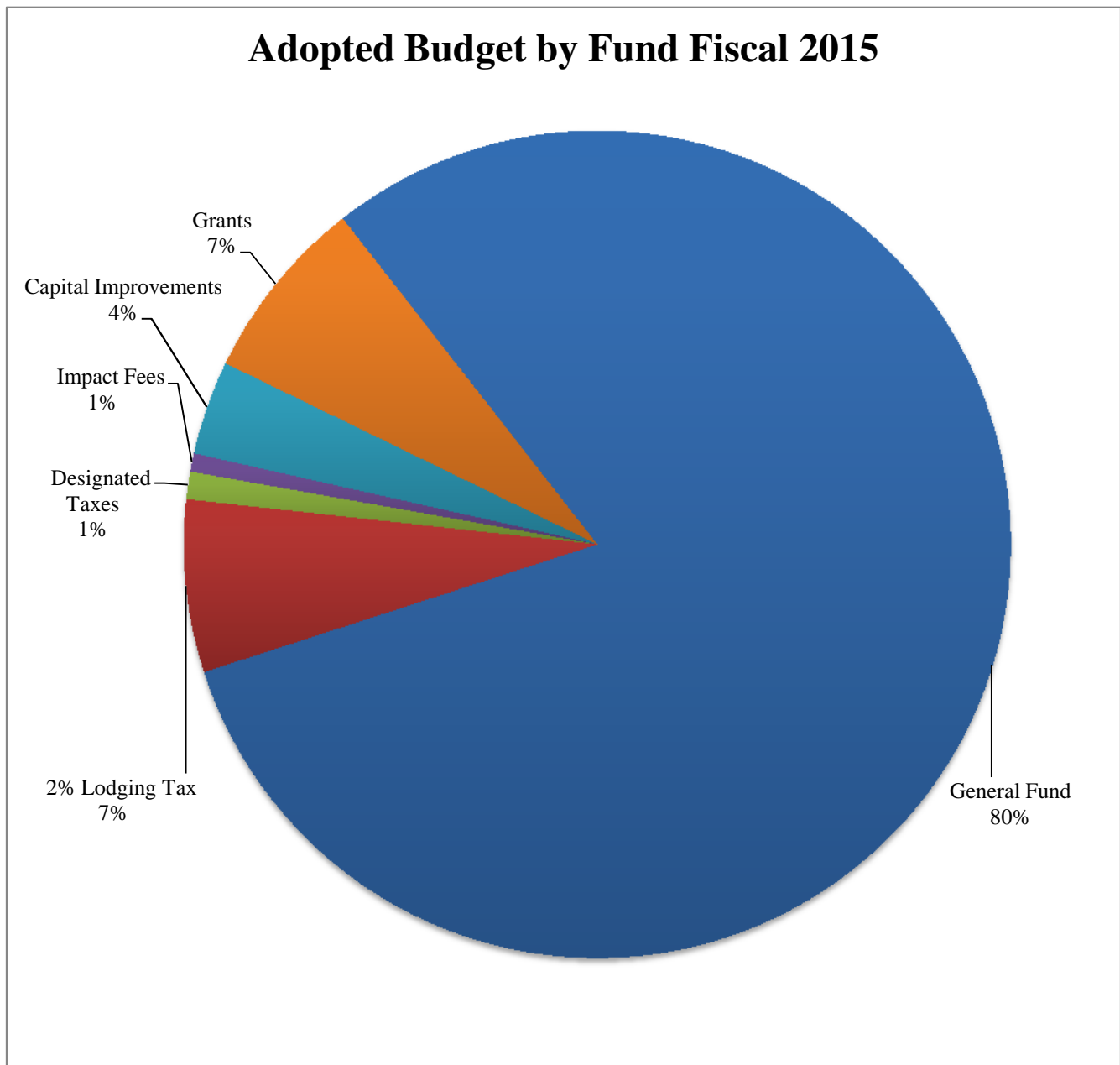


TABLE 2
CITY OF GULF SHORES, ALABAMA
GENERAL FUND ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Property Taxes	2,461,738	2,367,025	2,672,576	2,623,000	(49,576)	-2%
Sales Taxes	11,318,308	11,894,065	11,700,000	12,500,000	800,000	7%
Lodging Taxes	2,293,307	4,143,371	6,800,000	6,300,000	(500,000)	-7%
Other Local Taxes	2,033,288	1,290,435	2,090,000	2,125,000	35,000	2%
Licenses and Permits	2,229,453	2,374,442	2,592,000	2,821,000	229,000	9%
Fines/Forfeitures	338,470	387,739	340,000	415,000	75,000	22%
Franchise/Utility	1,162,351	195	1,172,100	1,163,000	(9,100)	-1%
Intergovern/Fed	27,893	235,713	0	0	0	0%
Intergovern/State	212,566	50,612	181,900	140,200	(41,700)	-23%
Investments Income	18,952	15,899	15,000	15,000	0	0%
Other Receipts	1,763,817	2,376,838	2,919,666	2,028,300	(891,366)	-31%
BP Lost Revenues/Settlement	1,336	0	0	0	0	0%
Other Financing Sources	0	0	858,000	18,000	(840,000)	-98%
TOTAL REVENUES	23,861,479	25,136,334	31,341,242	30,148,500	(1,192,742)	-4%
EXPENDITURES						
Executive	887,552	861,183	1,014,799	1,104,969	90,170	9%
Human Resources	0	0	236,808	304,543	67,735	29%
Finance & Administrative Services	1,997,350	2,165,264	2,390,265	2,370,185	(20,080)	-1%
Municipal Court	323,015	307,155	297,533	360,154	62,621	21%
Police	4,098,826	5,112,506	4,510,998	4,847,706	336,708	7%
Fire & EMS	3,243,879	3,321,777	3,859,180	3,573,942	(285,238)	-7%
Community Development	391,652	383,415	417,441	402,134	(15,307)	-4%
Building	451,822	419,182	544,111	459,681	(84,430)	-16%
Recreation & Cultural Affairs	150,191	129,626	489,759	231,665	(258,094)	-53%
Special Events & Programs	721,779	779,116	835,472	820,965	(14,507)	-2%
Library	489,662	520,830	535,296	576,157	40,861	8%
Recreation - Bodenhamer	1,538,138	1,577,717	1,797,017	1,398,001	(399,016)	-22%
Recreation - Sportsplex	885,108	953,925	1,093,458	1,105,622	12,164	1%
Recreation - Parks	421,750	322,872	401,258	450,839	49,581	12%
Recreation - Beach	377,997	390,147	432,150	387,505	(44,645)	-10%
Cultural Center	0	0	886,054	426,877	(459,177)	-52%
Public Works - General Services	535,359	485,021	563,333	643,171	79,838	14%
Public Works - Custodial	422,153	475,225	517,376	592,011	74,635	14%
Public Works - Landscaping	623,404	645,040	697,814	667,827	(29,987)	-4%
Public Works - Streets	1,950,244	1,768,042	2,488,545	2,041,786	(446,759)	-18%
Public Works - Maintenance	1,076,380	1,284,998	1,211,987	1,225,843	13,856	1%
Airport	0	0	107,646	121,909	14,263	13%
Appropriations	1,148,747	296,601	113,150	140,650	27,500	24%
Litigation Settlement	15,374	0	0	0	0	0%
Capital Outlay	767,052	36,700	817,500	34,000	(783,500)	-96%
TOTAL EXPENDITURES	22,517,434	22,236,342	26,258,950	24,288,142	4,022,608	-8%
OTHER FINANCING SOURCES						
Installment Loan Proceeds/Borrowed	5,371,169	0	0	0	0	0%
Operating Transfers In	1,502,419	2,529,433	2,595,972	2,289,000	(306,972)	n/a
Operating Transfers Out	(8,608,520)	(3,039,982)	(7,677,857)	(8,057,577)	(379,720)	5%
Total Other Financing Sources	(1,734,932)	(510,549)	(5,081,885)	(5,768,577)	(686,692)	14%
Net Change in Fund Balance	(390,887)	2,389,443	407	91,781	91,374	22451%
Prior Period Adjustment	1,311,876					
Fund Balances - Beginning	17,683,620	18,604,609	20,994,052	20,994,459	407	0%
Fund Balances - Ending	\$ 18,604,609	\$ 20,994,052	\$ 20,994,459	\$ 21,086,240	\$ 407	0%

GRAPH 2
CITY OF GULF SHORES, ALABAMA
CITY WIDE ADOPTED BUDGET
FISCAL YEAR 2015

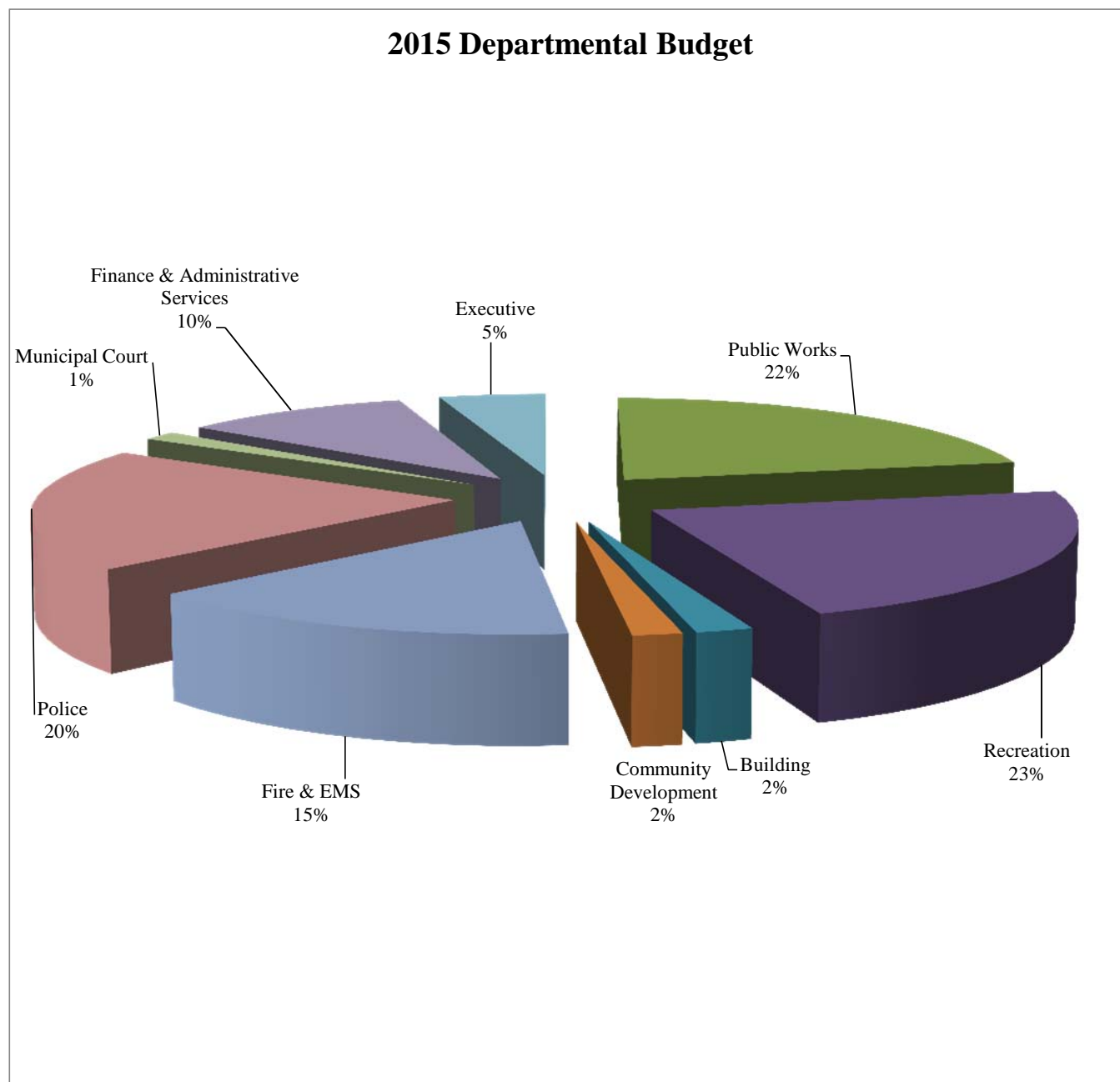
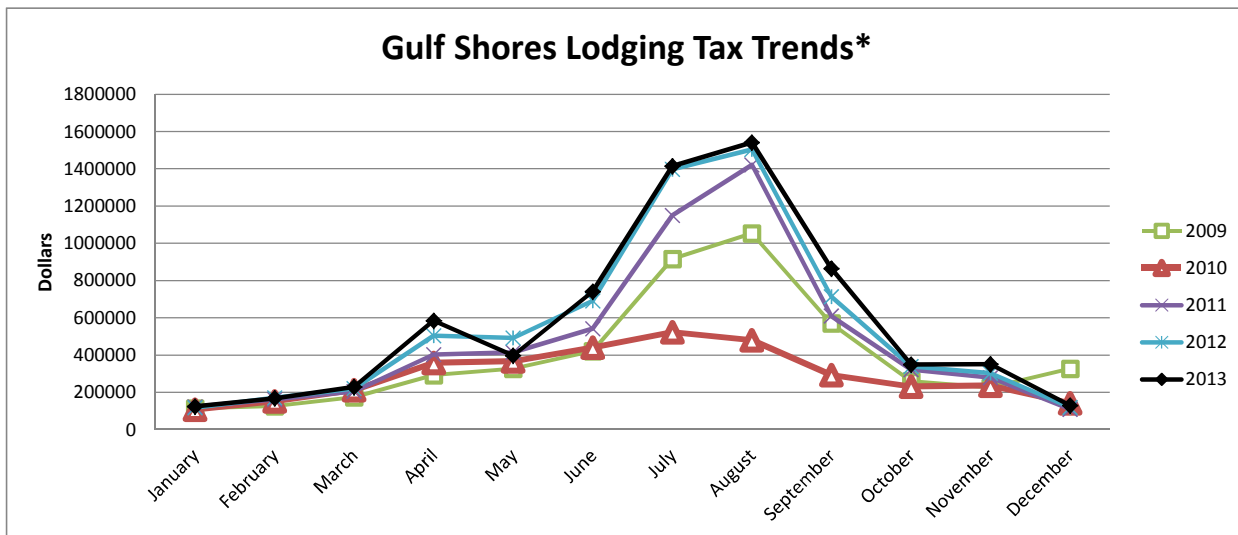


TABLE 3
CITY OF GULF SHORES, ALABAMA
SPECIAL REVENUE FUND
LODGING TAX ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Taxes:						
Lodging Tax 2% Beach	2,638,890	2,763,033	2,601,000	2,520,000	(81,000)	-3%
Interest Income	1,931	2,002	-	1,000	1,000	n/a
Total Revenue	<u>2,640,821</u>	<u>2,765,035</u>	<u>2,601,000</u>	<u>2,521,000</u>	<u>(80,000)</u>	<u>-3%</u>
EXPENDITURES						
Current:						
General government	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>	<u>n/a</u>
Total general government	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>	<u>n/a</u>
Excess of Revenues over Total Expenditures	<u>2,640,821</u>	<u>2,765,035</u>	<u>2,601,000</u>	<u>2,521,000</u>	<u>(80,000)</u>	<u>-3%</u>
OTHER FINANCING USES						
Transfers out	(2,622,116)	(3,431,196)	(2,601,000)	(2,521,000)	80,000	-3%
Total Other Financing Uses	<u>(2,622,116)</u>	<u>(3,431,196)</u>	<u>(2,601,000)</u>	<u>(2,521,000)</u>	<u>80,000</u>	<u>-3%</u>
Net Change in Fund Balance	<u>18,705</u>	<u>(666,161)</u>	<u>0</u>	<u>0</u>	<u>-</u>	
Fund Balances - Beginning	1,561,198	1,579,904	913,743	913,743	-	
Fund Balances - Ending	<u>\$ 1,579,903</u>	<u>\$ 913,743</u>	<u>\$ 913,743</u>	<u>\$ 913,743</u>	<u>\$ -</u>	



*2010 Lodging Tax Losses due to BP Oil Spill

TABLE 4
CITY OF GULF SHORES, ALABAMA
SPECIAL REVENUE FUND
DESIGNATED TAXES
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Taxes:						
Intergovernmental:						
State of Alabama	385,870	590,520	434,000	404,000	-30,000	-7%
Interest Income	156	171	0	0	0	n/a
Total Revenue	<u>386,026</u>	<u>590,691</u>	<u>434,000</u>	<u>404,000</u>	<u>-30,000</u>	<u>-7%</u>
EXPENDITURES						
Current:						
General government	104	2,891	35,000	35,000	0	n/a
Total general government	<u>104</u>	<u>2,891</u>	<u>35,000</u>	<u>35,000</u>	<u>0</u>	<u>n/a</u>
Excess of Revenues over Total Expenditures	<u>385,922</u>	<u>587,800</u>	<u>399,000</u>	<u>369,000</u>	<u>-30,000</u>	<u>-8%</u>
OTHER FINANCING USES						
Transfers out	<u>(413,000)</u>	<u>(489,000)</u>	<u>(399,000)</u>	<u>(369,000)</u>	<u>30,000</u>	<u>-8%</u>
Total Other Financing Uses	<u>(413,000)</u>	<u>(489,000)</u>	<u>(399,000)</u>	<u>(369,000)</u>	<u>30,000</u>	<u>-8%</u>
Net Change in Fund Balance	<u>(27,078)</u>	<u>98,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>97,115</u>	<u>70,038</u>	<u>168,838</u>	<u>168,838</u>	<u>0</u>	<u>0%</u>
Fund Balances - Ending	<u>\$ 70,037</u>	<u>\$ 168,838</u>	<u>\$ 168,838</u>	<u>\$ 168,838</u>	<u>0</u>	<u>0%</u>

TABLE 5
CITY OF GULF SHORES, ALABAMA
SPECIAL REVENUE FUND
IMPACT FEES
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Impact Fees	280,032	307,242	582,300	267,200	(315,100)	-54%
Interest Income	143	257	0	0	0	n/a
Total Revenue	<u>280,175</u>	<u>307,499</u>	<u>582,300</u>	<u>267,200</u>	<u>(315,100)</u>	<u>-54%</u>
EXPENDITURES						
Current Operating:						
Fire	2,201	14,344	0	0	0	n/a
Recreation	114,895	79,812	0	0	0	n/a
Police	0	27,902	0	0	0	n/a
Public Works	0	211,230	0	0	0	n/a
Total Current	<u>117,096</u>	<u>333,288</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Capital Outlay						
Fire	0	0	50,000	20,000	(30,000)	-60%
Recreation	0	0	249,300	127,200	17,900	-49%
Police	42,866	0	33,000	0	(33,000)	-100%
Public Works	0	0	250,000	120,000	(130,000)	-52%
Total Capital Outlay	<u>42,866</u>	<u>0</u>	<u>582,300</u>	<u>267,200</u>	<u>(175,100)</u>	<u>-54%</u>
Total Expenditures	<u>159,962</u>	<u>333,288</u>	<u>582,300</u>	<u>267,200</u>	<u>(175,100)</u>	<u>-54%</u>
Excess of Revenues over						
Total Expenditures	<u>120,213</u>	<u>(25,789)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
OTHER FINANCING USES						
Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Total Other Financing Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Net Change in Fund Balance	<u>120,213</u>	<u>(25,789)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>267,817</u>	<u>388,031</u>	<u>362,242</u>	<u>362,242</u>	<u>0</u>	<u>0%</u>
Fund Balances - Ending	<u>\$388,030</u>	<u>\$362,242</u>	<u>\$362,242</u>	<u>\$362,242</u>	<u>\$ -</u>	<u>0%</u>

TABLE 6
CITY OF GULF SHORES, ALABAMA
CAPITAL IMPROVEMENT FUND
BEACH RESTORATION AND PROJECTS FUND
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Beach Revenue	0	0	0	0	0	n/a
Total Revenue	0	0	0	0	0	n/a
EXPENDITURES						
Current Operating:						
Police	0	0	0	179,052	179,052	n/a
Public Works	0	0	0	357,292	357,292	n/a
Total Current	0	0	0	536,344	536,344	n/a
Capital Outlay						
Police	0	0	0	84,000	84,000	n/a
Public Works	0	0	0	620,523	620,523	n/a
Beach Monitoring	0	0	0	70,000	70,000	n/a
Total Capital Outlay	0	0	0	774,523	774,523	n/a
Total Expenditures	0	0	0	1,310,867	1,310,867	n/a
Excess of Revenues over						
Total Expenditures	0	0	0	(1,310,867)	(1,310,867)	n/a
OTHER FINANCING USES						
Transfers from 2% Lodging	0	0	0	1,310,867	1,310,867	n/a
Total Other Financing Uses	0	0	0	1,310,867	1,310,867	n/a
Net Change in Fund Balances	0	0	0	0	0	n/a
Fund Balances - Beginning	0	0	0	0	0	n/a
Fund Balances - Ending	\$0	\$0	\$0	\$0	\$0	n/a

TABLE 7
CITY OF GULF SHORES, ALABAMA
CAPITAL IMPROVEMENT FUND
BOND PROCEEDS 2008 A
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Bond Proceeds	0	0	54,959	0	(54,959)	-100%
State Match	146,070	767,072	350,400	0	(350,400)	-100%
Interest Income	2,417	496	0	0	0	n/a
Total Revenue	148,487	767,568	405,359	0	(405,359)	n/a
EXPENDITURES						
Capital Outlay	2,916,698	3,409,744	405,359	0	(405,359)	-100%
Total Expenditures	2,916,698	3,409,744	405,359	0	(405,359)	-100%
Excess of Revenues over Total Expenditures	<u>(2,768,211)</u>	<u>(2,642,176)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
OTHER FINANCING USES						
Transfers	1,016	0	0	0	0	n/a
Total Other Financing Uses	1,016	0	0	0	0	n/a
Net Change in Fund Balances	<u>(2,767,195)</u>	<u>(2,642,176)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>5,473,166</u>	<u>2,705,973</u>	<u>63,797</u>	<u>63,797</u>	<u>0</u>	<u>0%</u>
Fund Balances - Ending	<u>\$ 2,705,971</u>	<u>63,797</u>	<u>63,797</u>	<u>63,797</u>	<u>0</u>	<u>0%</u>

All remaining 2008A Bond proceeds were used in 2013 for Capital Projects

TABLE 8
CITY OF GULF SHORES, ALABAMA
CAPITAL IMPROVEMENT FUND
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Grants requiring matching funds						
Grants	2,955,767	6,380	1,422,500	1,374,914	(47,586)	-3%
Total Revenues	<u>2,955,767</u>	<u>6,380</u>	<u>1,422,500</u>	<u>1,374,914</u>	<u>(47,586)</u>	<u>-3%</u>
EXPENDITURES						
Administrative	35	0	0	0	0	n/a
Capital Outlay Projects						
ALDOT Sidewalks Handicap Access	0	0	210,000	210,000	0	0%
ALDOT Sidewalks 8 Feet Wide	0	0	564,500	832,126	267,626	47%
ALDOT Adaptive Signs	0	0	940,000	928,146	(11,854)	-1%
ALDOT ATRIP West 4th St Bridge	0	0	190,000	0	(190,000)	-100%
W 10th Public Access	0	0	25,000	150,000	125,000	500%
E. Beach Blvd Bypass	0	0	0	82,000	82,000	n/a
Rec Trail-Fort Morgan W Fairway	0	0	140,000	190,000	50,000	36%
ADECA-LWCF Little Lagoon	0	0	91,000	0	(91,000)	-100%
Dry Dock Basin	2,871,619	0	0	0	0	n/a
Total Expenditures	<u>2,871,654</u>	<u>0</u>	<u>2,160,500</u>	<u>2,392,272</u>	<u>231,772</u>	<u>11%</u>
OTHER FINANCING SOURCES						
Transfer from General Funds	(81,789)	0	738,000	1,017,358	279,358	38%
Total Other Financing Sources	<u>(81,789)</u>	<u>0</u>	<u>738,000</u>	<u>1,017,358</u>	<u>279,358</u>	<u>n/a</u>
Net Change in Fund Balances	<u>2,324</u>	<u>6,380</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>(8,168)</u>	<u>(5,843)</u>	<u>537</u>	<u>537</u>	<u>0</u>	<u>0%</u>
Fund Balances - Ending	<u>(5,844)</u>	<u>537</u>	<u>537</u>	<u>537</u>	<u>0</u>	<u>0%</u>

TABLE 9
CITY OF GULF SHORES, ALABAMA
STORM DAMAGE FUND
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 to 2015	Percent Change 2014 to 2015
REVENUES						
Intergovernmental Grants						
State of Alabama	747,339	612,305	0	0	0	n/a
Federal Government	5,264,909	1,812,543	0	0	0	n/a
BP Grant(s)	0	360,995	588,554	0	(588,554)	-100%
Deferred Revenue	0	285,723	0	0	0	n/a
Interest Income	461	504	0	0	0	n/a
Total Revenues	<u>6,012,709</u>	<u>3,072,070</u>	<u>588,554</u>	<u>0</u>	<u>(588,554)</u>	<u>-100%</u>
EXPENDITURES						
Emergency Protective Measures	121,785	0	0	0	0	n/a
Engineering & Construction	1,301,457	480,083	0	0	0	n/a
Buildings & Equipment	0	292,185	388,554	0	(388,554)	-100%
Parks, Recreation & Other	5,595,218	1,804,583	# 1,040,000	0	(1,040,000)	-100%
Waterway Development District	0	686,664	0	0	0	n/a
Debris Removal	1,419	0	0	0	0	n/a
Total Expenditures	<u>7,019,879</u>	<u>3,263,515</u>	<u>1,428,554</u>	<u>0</u>	<u>(1,428,554)</u>	<u>-100%</u>
OTHER FINANCING SOURCES (USES)						
Transfer out Other Funds (General)	0	(149,937)	0	0	0	n/a
Transfer from Other Funds	1,007,631	325,509	840,000	0	(840,000)	-100%
Total Other Financing Uses	<u>1,007,631</u>	<u>175,572</u>	<u>840,000</u>	<u>0</u>	<u>(840,000)</u>	<u>-100%</u>
Net Change in Fund Balance	<u>461</u>	<u>(15,873)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>15,411</u>	<u>15,873</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Ending	<u>15,872</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>

TABLE 10
CITY OF GULF SHORES, ALABAMA
DEBT SERVICE FUND
ADOPTED BUDGET
FISCAL YEAR 2015

	Actual 2012	Actual 2013	Amended 2014	Adopted 2015	Dollar Change 2014 TO 2015	Percent Change 2014 TO 2015
REVENUES						
Property Taxes	0	0	0	0	0	n/a
Local Taxes	0	0	0	0	0	n/a
Rent Income	218,977	120,822	120,000	0	(120,000)	-100%
Interest	12,731	495	0	0	0	n/a
Total Revenues	<u>231,708</u>	<u>121,317</u>	<u>120,000</u>	<u>-</u>	<u>(120,000)</u>	<u>-100%</u>
EXPENDITURES						
Principal and Interest	25,454,532	6,201,953	4,792,512	4,491,617	(300,895)	-6%
Miscellaneous	4,553	7,814	4,500	4,500	0	0%
Total Expenses	<u>25,459,085</u>	<u>6,209,767</u>	<u>4,797,012</u>	<u>4,496,117</u>	<u>(300,895)</u>	<u>-6%</u>
Excess of Revenues over						
Total Expenditures	<u>(25,227,377)</u>	<u>(6,088,450)</u>	<u>(4,677,012)</u>	<u>(4,496,117)</u>	<u>180,895</u>	<u>-4%</u>
OTHER FINANCING						
SOURCES (USES)						
Transfers In	25,210,849	6,150,186	4,677,012	4,496,117	(180,895)	-4%
Transfers Out	0	0	0	0	0	n/a
Total Other Financing	<u>25,210,849</u>	<u>6,150,186</u>	<u>4,677,012</u>	<u>4,496,117</u>	<u>(180,895)</u>	<u>-4%</u>
Net Change in Fund Balance	<u>(16,528)</u>	<u>61,736</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>n/a</u>
Fund Balances - Beginning	<u>2,202,426</u>	<u>2,185,900</u>	<u>2,247,636</u>	<u>2,247,636</u>	<u>0</u>	<u>0%</u>
Fund Balances - Ending	<u>\$ 2,185,898</u>	<u>\$ 2,247,636</u>	<u>\$ 2,247,636</u>	<u>\$ 2,247,636</u>	<u>0</u>	<u>0%</u>

Fund Balance

The City of Gulf Shores adopted financial policy as of March 8, 2010 set a fund balance of 45% of the General Fund. In 2013, the Finance Committee chose to increase the fund balance by 5% annually beginning in 2014. The updated City of Gulf Shores financial policy is included at the end of the budget document. The Fund Balance target for 2015 is 55% of General Fund Expenditures. Of the total General Fund Balance target, Beach Fund Reserves comprise 25% of the fund balance, and General Fund Operating/Stabilization comprise the remainder. General Fund Operating reserves are 2/3rd's of the non-Beach Reserves and Operating reserves are the other 1/3. The table below shows changes in the reserve amounts from 2012 to 2013 actual, 2014 year to date and 2015 Budgeted Reserves.

General Fund Reserves	2012 Actual (Audited)	2013 Actual (Audited)	2014 Actual Year to Date	2015 Budget
Operating	\$ 8,294,210	\$ 10,678,987	\$ 7,363,725	\$ 6,501,489
Stabilization	<u>4,085,208</u>	<u>5,259,800</u>	<u>3,626,909</u>	<u>3,202,226</u>
Subtotal General Fund	\$ 12,379,418	\$15,938,787	\$ 10,990,634	\$ 9,703,715
Beach Reserves	<u>6,225,191</u>	<u>5,055,265</u>	<u>6,623,943</u>	<u>8,086,430</u>
Grand Total All Reserves	\$ 18,604,609	\$ 20,994,052	\$ 17,614,577	\$ 17,790,145

Major Revenue Sources

The City of Gulf Shores General Fund has four major funding sources that comprise approximately 80% of the General Fund. Shown below is a summary of the four major General Fund revenue sources and the percentage of the total General Fund Revenues for 2012 Actual, 2013 Actual, 2014 Actual year to date, and 2015 Budget:

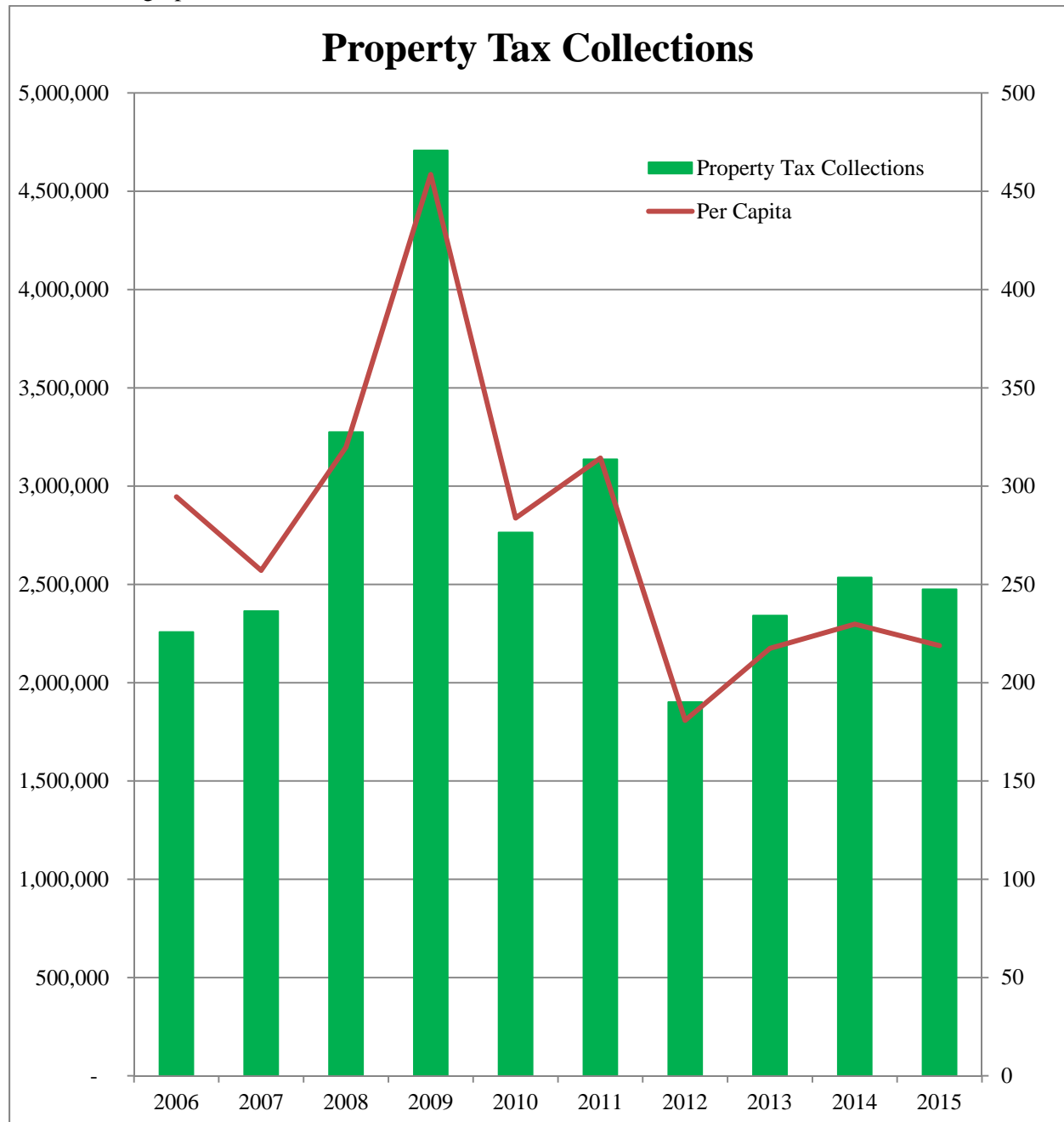
Revenue Type	2012 Actual	% of Total	2013 Actual	% of Total	2014 Actual Year to Date	% of Total	2015 Budget
Property	\$ 2,482,707	9%	\$ 2,402,381	8%	\$ 1,682,589	6%	\$ 2,623,000
Sales	11,318,308	39%	11,894,065	38%	11,195,078	40%	12,500,000
Lodging*	6,611,300	23%	6,905,619	22%	5,913,487	21%	6,300,000
Business Licenses	<u>2,751,448</u>	9%	<u>2,848,049</u>	9%	<u>3,204,085</u>	12%	<u>3,228,000</u>
Subtotal	\$ 23,163,763	80%	\$ 24,050,114	77%	\$ 21,995,239	79%	\$ 24,651,000

*Lodging Tax actual for 2012 60% of total collections; 40% is for Beach Renourishment.

Since the four major funding sources comprise approximately 80% of the General Fund, the Finance Committee focuses on those revenue streams at their regular meetings and for budget estimation purposes. Underlying assumption for the revenue estimates and significant revenue trends are described by each of the major revenue types are shown on the following pages. For 2015 the four funds comprise 76% of the General Fund projected revenues.

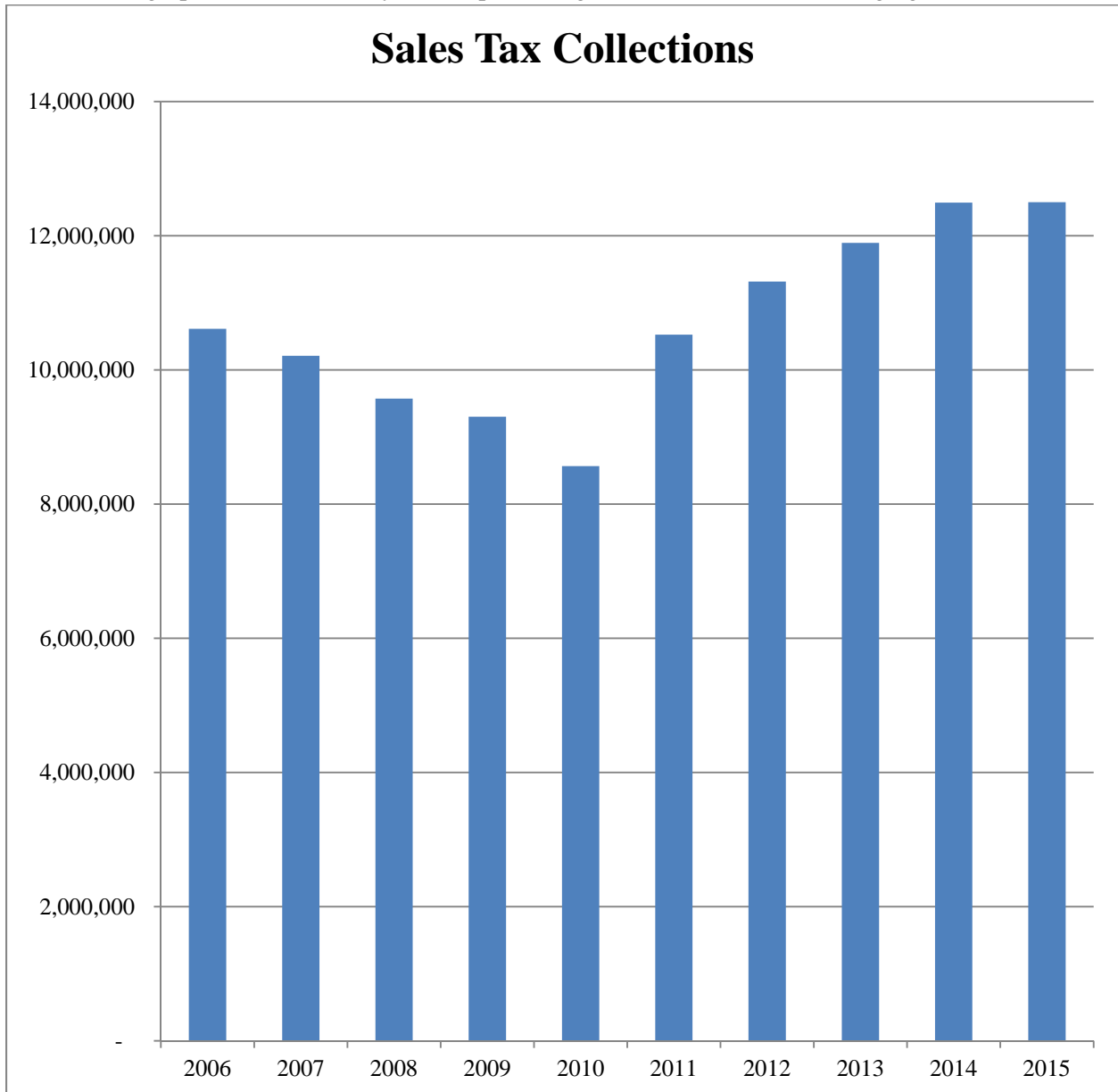
PROPERTY TAX

Gulf Shores collects 5 mills property tax on all property within the City. The property tax rates in Alabama have been lower historically than those in other states, while sales tax rates are higher. Property Tax collection projections are based on the assessed value of all property in the City as determined by the Baldwin County Revenue Commissioner. The bulk of property taxes are collected in January each year. Assessed values for property taxes in general have declined slightly in recent years due to some foreclosures and market demand. Property tax collections for the past nine years and 2015 budget are shown in the graph below.



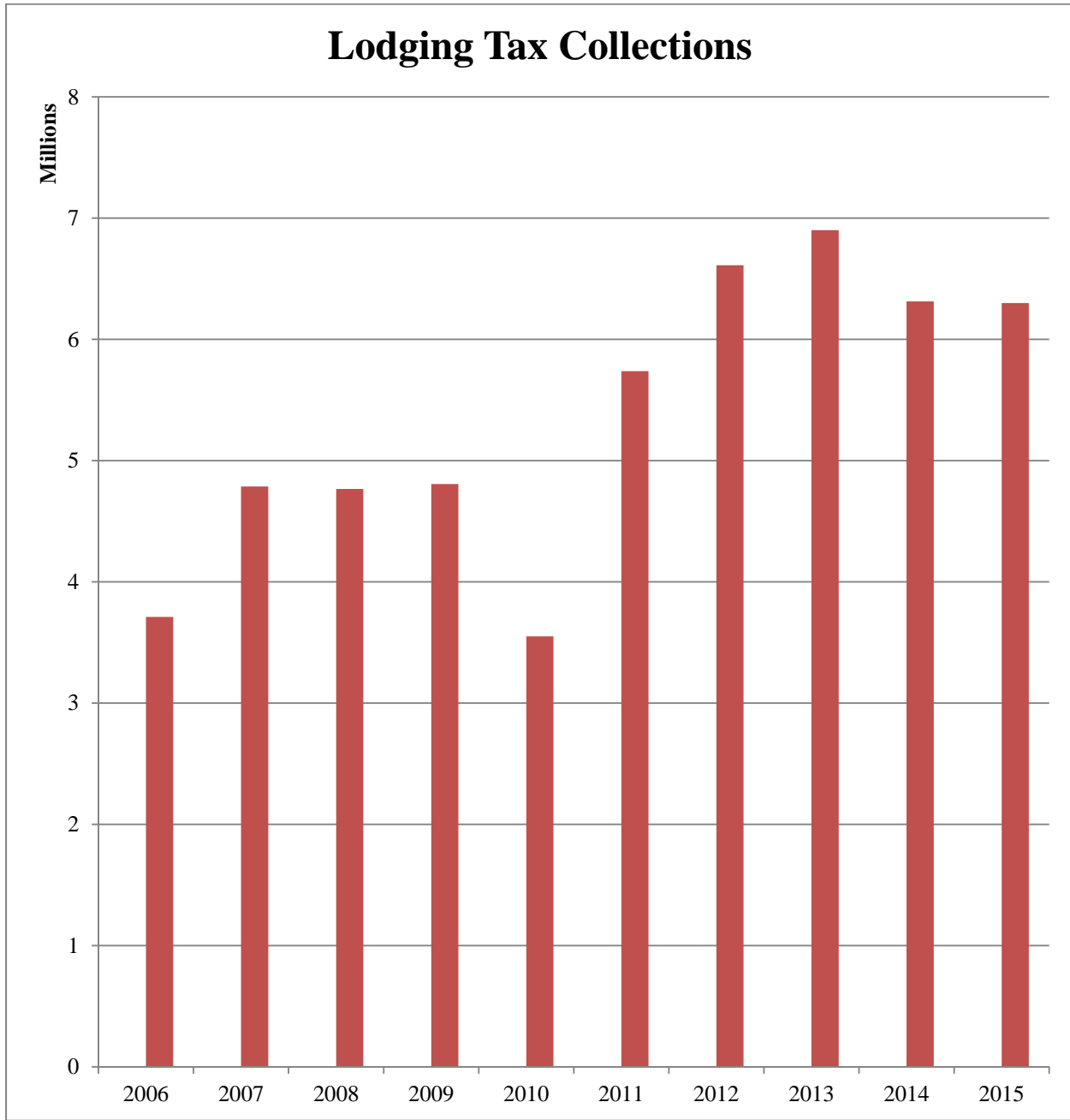
SALES TAX

Sales Taxes of 10% are collected on all purchases in the City. The City portion of the 10% total Sales Tax collected is 3%, Baldwin County's portion is 3% and the State portion is 4%. Due to the city having a high rate of tourism during the spring and summer, the majority of Sales Tax collections occur during those months. Sales Taxes for 2014 (through November) are higher than 2013; making 2014 the highest sales tax collection year ever at 6% higher than the former highest year collections of 2013. Much of the tremendous growth in Sales Taxes is due to the increased rental of the recently constructed Pelican Place Mall and tourists returning following the BP Oil Spill. A 7% increase in Sales Tax is projected for 2015, over 2014 budget reflecting increased tourism. Trend lines for the past ten years and 2015 Budget are shown in the graph below. The ten year compounded growth rate for sales and lodging taxes is 3%.



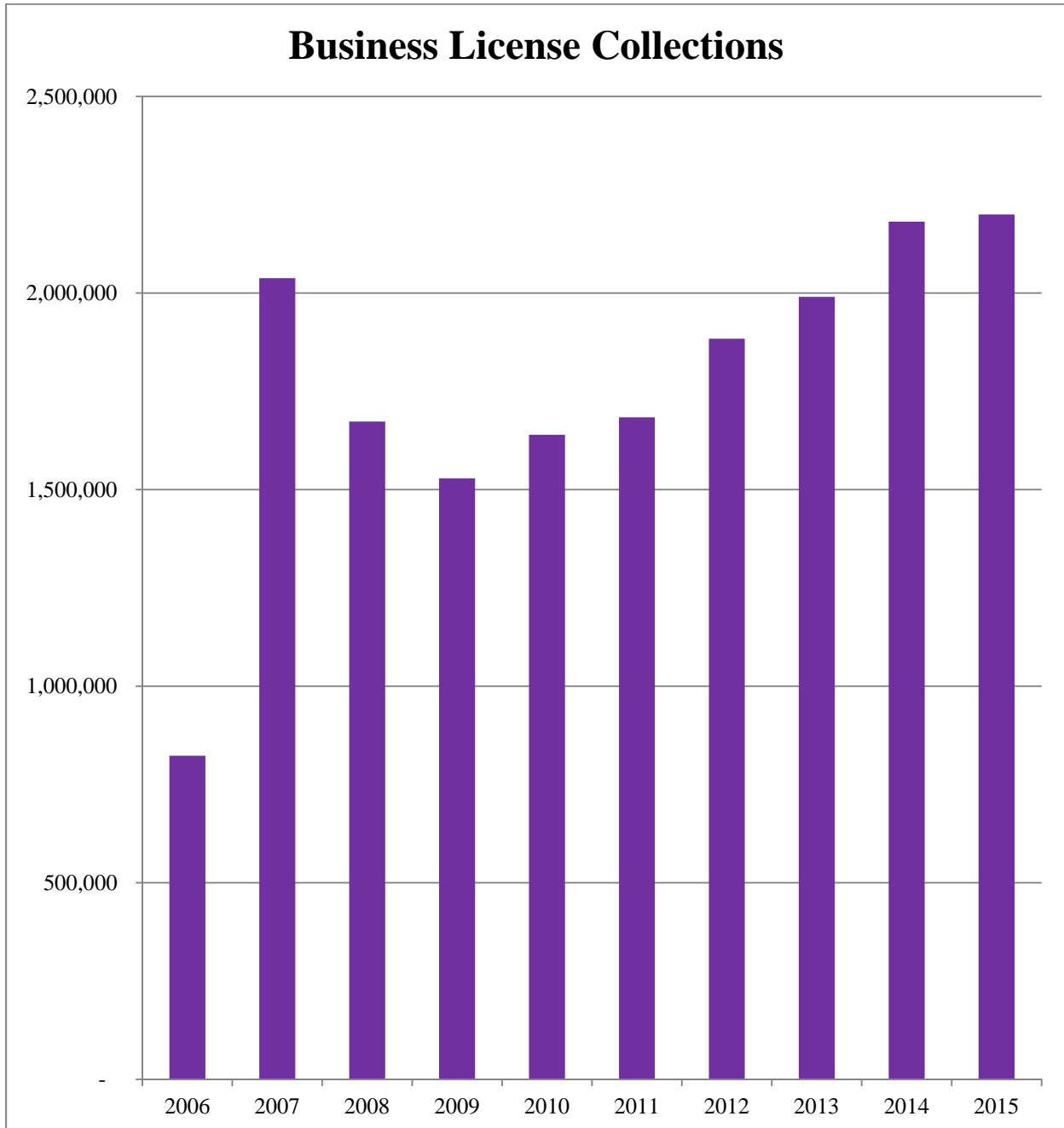
LODGING TAX

Lodging Taxes of 11% are collected on all short-term property rentals in the City. The City portion of the 11% Lodging Tax collections is 5%, Baldwin County's portion is 2% and the State portion is 4%. Lodging Tax collections are highly cyclical, following the same tourist trend lines as Sales Tax collections. A major factor contributing to the Lodging Tax collection increase is enhanced collection efforts of Vacation Rental By Owner (VRBO) properties. Lodging Tax collections for 2013 were 4% higher than 2012 (the last highest collection year). Lodging Taxes are projected to decline for 2014, due to de-annexation of 1500 businesses. As more visitors are exposed to the area, more return. Several events of national significance occurred in 2014 including the National Sand Volleyball Championship.



BUSINESS LICENSE

Business License are renewable in January and vary depending on the type of business and gross receipts. For 2014 Business License revenue collections are projected to be 8% greater than 2013 due to the increased number of vendor related businesses for festivals and special events as well as increased sales and lodging tax collections in 2013. Business license amounts are based on prior year gross receipts. Business License collections for the past nine years and 2015 budgeted are shown in the graph below. The ten year annual growth rate has averaged 11%.



Capital Outlay 2015

The City Department Heads developed a ten year capital plan in 2013 that enables old equipment and vehicles to be replaced in a systematic, orderly fashion keeping ongoing maintenance costs down. Repairs and enhancements to existing infrastructure were also approved further defraying maintenance costs. A list of Capital Outlay totaling \$2,534,081 in City Capital Funds match funds approved for 2015 are below. Items begun in 2014 but not completed will be included in the first 2015 budget amendment. Annual cost to operate existing equipment is shown in the table below.

2015 Capital Equipment Budgeted from General Funds

Department	Description	Amount	Annual Cost to Operate
Executive	Furniture for Economic Development Coordinator	4,000	n/a
Executive	Vehicle for Economic Development Coordinator	30,000	new
Police	3 replacement vehicles	105,000	11,772
Police	Firing Range Steel Building	35,000	new
Fire	VMS Board	25,000	new
Building	ADEM funds for Beach Truck	42,000	5,293
Recreation	Bodenhamer Gym Plexiglass	15,000	safety hazard
Recreation	Sportsplex Walk in Freezer	15,000	new
Recreation	Sportsplex Viacon Spreader	26,000	568
Recreation	Sportsplex Turf Slicer	12,000	new
Recreation	Sportsplex Utility Vehicles (2)	26,000	270
Recreation	Sportsplex Replace Soccer Scoreboard	6,500	n/a
Recreation	Parks - Replacement Spray Rig	38,000	not operable
Recreation	Parks - New Grand Stand Mowers	7,500	new
Public Works	Streets - Waterway Village Improvements	10,000	new
Public Works	Undercarriage Wash	15,000	new
Public Works	Sidecutter Mower	105,000	2,290
Public Works	UTVs (2)	28,000	2,228
Total General Fund Capital Outlay Approved		545,000	

2015 Capital Equipment Budgeted from Impact Fees

Recreation	Replacement Zero Turn Mowers (2)	24,000	2,290
Recreation	Replacement Tractor with Turf Tires	40,000	65
Recreation	Track Storage Building	55,000	new
Recreation	Additional Hurdles for Track	8,200	new
Fire	Replacement Equipment	20,000	n/a
Public Works	Transfer to General Fund to offset Equipment expense	120,000	n/a
Total IMPACT FEES Capital Outlay		267,200	

2015 Capital Equipment Budgeted in Capital Improvements Fund

		Total	City Match Funds	Annual Maintenance
	Streets:			
Public Works	Grant - ALDOT Sidewalks handicap access	210,000	54,456	545
Public Works	Grant - ALDOT Sidewalks 8 feet wide	832,126	214,256	2,143
Public Works	Grant -ALDOT Adaptive Signals	928,146	476,646	4,766
Public Works	Recreation Trail - Fort Morgan to West Fairway	190,000	90,000	900
Public Works	W. 10th Street Public Access	150,000	100,000	1,000
Public Works	E. Beach Boulevard By Pass	82,000	82,000	820
	Total CAPITAL IMPROVEMENTS FUND	2,392,272	1,017,358	10,174

2015 Capital Equipment Budgeted from Beach Funds

Police	4 UTVs (2 new and 2 replacement)	72,000		18,000
Police	Handgun/Taser/Vests	12,000		
	Subtotal Police Beach Funds	84,000		
Public Works	Paystation	22,000		5,500
Public Works	Baler	15,000		1,875
Public Works	ATV	12,000		4,000
Public Works	Trailer	6,000		600
Public Works	Tractor	50,000		8,333
Public Works	Truck	17,523		3,505
Public Works	Improvements Parking Bumpers	48,000		4,800
Public Works	Improvements Kiosk	50,000		2,500
Public Works	Land and improvements for Recycling Center	400,000		16,000 *
		620,523		47,113
	Total BEACH IMPROVEMENTS FUND	704,523		

Total All Capital 3,908,995

General Funds	545,000
Impact Fees (\$120,000 transfer to General Fund)	267,200
Capital Improvements (General Fund transfer)	1,017,358
Beach Funds	704,523
Total City Capital Expense	2,534,081

*Annual Operating Cost estimated at \$12,000 annually

CITY OF GULF SHORES, ALABAMA
TEN YEAR CAPITAL PLAN

City of Gulf Shores
Capital Improvement Program
Ten Year Plan beginning 2015

Department	Description	Priority	Suggested Fund Source	2015	2016	2017
CITY HALL	City Hall Reno/Security/GreenBldg		General Fund			
EXECUTIVE	Replace 2006 Chevy Malibu (70,228 mi)					
	Vehicle for Econ. Dev. Coordinator		General Fund	30,000		
	Furniture for Econ. Dev. Coordinator		General Fund	4,000		
	Subtotal EXECUTIVE			34,000	-	-
CDD	Premise Inspector Truck-Replace		General Fund			
	Subtotal CDD					
BUILDING	Vehicles/Equipment	1	ADEM	42,000	30,000	
	Subtotal BUILDING			42,000	30,000	-
FIRE	Replace Response Vehicles				35,000	140,000
	Refurbish Ladder Truck Maint2014		General Fund			
	Ladder Truck (paint if no new one)					
	Replace Fire Engine	1		391,000	390,800	
	Replace Ambulance					
	Replace Utility Truck					
	Replace Holmatro Tool Set		Impact Fees		32,000	
	New Airport Fire Truck Expans.		Bond		90,000	
	Ladder Service					
	Replace Brush Trucks	1		100,000		
	Polaris ATV					
	Replacement Equipment		Impact Fees	20,000		
	Replace Therrmal Imagers x 2				24,000	
	Air Bag Rescue Set				30,000	
	SCBA Air Compressor					100,000
	Replace Cardio Defibrulators					200,000
	Airport Fire Station				2,000,000	
	VMS Board	2	General Fund	25,000		
	Subtotal FIRE			536,000	2,601,800	440,000
POLICE	Justice Center - Expansion				500,000	500,000
	Replace Vehicles (3 of 7)	1	General Fund	105,000	219,000	219,000
	Replace Vehicles (4 of 7)	1		140,000		
	Replace SUVs					
Expansion	Steel Building at Firing Range	2	General Fund	35,000		
	Patrol Boat upgrade					
	Beach ATVs (2 new, 2 replace)	1	Beach Funds	72,000		
	Handguns/Tasers/Vests	1	Beach Funds	12,000		
	Radios				250,000	250,000
	Radar Trailer					
	Subtotal POLICE			364,000	969,000	969,000
PUBLIC WKS	Streets Resurfacing		General Fund	400,000		
	Windmill Bridge - Maintenance					100,000
	Road/Sidewalk Hwy 59	1	ALDOT Match	1,042,126	101,000	102,010
	Waterway Village Improvements		General Fund	10,000		

2018	2019	2020	2021	2022	2023	2024	2025
25,000							
25,000	-	-	-	-	-	-	-
		25,000					
		25,000					
-	-	-	-	-	-	-	-
402,500	800,000	410,500	410,500		150,000	80,000	150,000
32,000		20,000	20,000	30,000	20,000	250,000	
434,500	800,000	430,500	430,500	30,000	170,000	330,000	150,000
19,000,000	221,000	224,000	224,000	227,000	227,000	227,000	230,000
221,000	40,000				75,000	45,000	
	10,000						
19,221,000	271,000	224,000	224,000	227,000	302,000	272,000	230,000
103,030	104,060	105,101	106,152	107,214	108,286	109,369	110,462

City of Gulf Shores
Capital Improvement Program
Ten Year Plan beginning 2015

Department	Description	Priority	Suggested Fund Source	2015	2016	2017
Vehicles Large Equip.	DOT Projects Adaptive Signals	1	ALDOT Match	928,146		
	Recreation Trail Ft. Morgan W. Fair	1	ADECA Match	190,000		
	W. 10th St Public Access	1	ALDOT Match	150,000		
	E. Beach Boulevard by Pass	1	General Fund	82,000		
	Boardwalk WW Village			400,000		
	East 20th Street	1		225,000	245,000	
	Replace Vehicles	1	Beach Funds	17,523	102,000	104,040
	Excavator					
	Street Sweeper					
	Bobcat					35,000
	Backhoe					90,000
	Bucket truck			105,000		
	Knuckle Booms (need 2 for 2015)	1		165,000	165,000	165,000
	100 HP Tractor					
	Beach Rake					
	Beach Tractor		Beach Funds	50,000		
	Skid Steer					
	Lowboy Tractor					77,250
	CID Annex Generator	3	HMGP requests	75,000		
	Civic Center Generator	3	HMGP requests	50,000		
	Rec Center Generator	3	HMGP requests	38,000		
	Portable Generator	3	HMGP requests	38,000		
	Fire Station 1 Generator	3	HMGP requests	38,000		
	Fire Station 2 Generator	3	HMGP requests	38,000		
	Fire Station 3 Generator	3	HMGP requests	38,000		
	Side Cutter	1	General Fund	105,000		
	50 HP Tractor					20,000
	UTVs (2)	1	General Fund	28,000	12,120	12,241
	ATV		Beach Funds	12,000		
	Trailer		Beach Funds	6,000		
	Zero Turn Mower				51,000	
	Bush Hog					10,000
	Ditch Witch					
Miscellaneous	Baler		Beach Funds	15,000		
	Undercarriage wash for beach	1	General Fund	15,000		
	Paystation		Beach Funds	22,000		
	Parking Bumper Improvements		Beach Funds	48,000		
	Kiosk Improvements		Beach Funds	50,000		
Recycling Proj.	Nitrogen Tire Machine/Changing		General Funds			
	Young's Cabinet Property Purchase	5	Beach Funds	400,000		
	VMS Boards (4)	1		100,000		
	Subtotal PUBLIC WORKS			4,880,795	676,120	715,541
RECREATION	Branding/Wayfinding-Expansion	2	General Fund	365,000		
Vehicles	Replace Chevy Tahoe	1		29,330		
r	Replace 1998 15 Passenger Van	3		35,000		
r	Honda Big Reds	1		35,000		
r	2011 Beach Patrol Pickup	2			30,000	
r	Replace Old Work Trucks	2		49,000	25,000	49,000

City of Gulf Shores
Capital Improvement Program
Ten Year Plan beginning 2015

Department	Description	Priority	Suggested Fund Source	2015	2016	2017
Large Equipment	n Utility Vehicles	1	General Fund	26,000		26,000
	People Mover Cart					10,000
	n 50hp Tractor	2		35,000		
	r 50hp Tractor with Turf Tires	1	Impact Fees	40,000		
	r 30hp Tractor					
	r Jet Skis				24,000	
	r Spray Rig	1	General Fund	38,000	31,000	31,000
	r Reel Mowers (3) Lease				156,000	
	r 5 gang rotary mower	2		65,000		
	r Grand Stand Mower 52"	1	General Fund	7,500		24,000
	r Zero Turn Mowers(s)	1	Impact Fees	24,000		
	n Vicon Spreader	1	General Fund	26,000		
	n Material Hauler (topdressing)	2		29,000		
	n Dump Trailer	3		16,000		
	n Soil Reliever				30,000	
Small Equipment	Airway Slicer	1	General Fund	12,000		
	Beach Trash/recycle cans	1	Beach Reserves	28,000		
	Library Public Access Computers					20,000
	r Replace Soccer Scoreboard	1	Coca-Cola	6,500		
	n Small Equipment Cont.					
	n Ice Maker - Beach	1	Impact Fees	5,000		
	r Christmas Decorations	3	Operational		25,000	15,000
	new Parking Pay Stations					
	r Parking Pay Stations (new)	1		95,000		
	n Sims Park Bleachers				30,000	30,000
	Walk in Freezer at Sportsplex	1	Coca-Cola	15,000		
	Cultural Center Renovation					
	m Sportsplex Improvements		Impact Fees			
	m Tennis Court Resurface-Hard					
	m Tennis Court Resurface-Soft Cover	1		40,000		10,000
	m Tennis Court Landscape				25,000	
	e Clean Covered Court Roof					15,000
	m Recreation Center Expansion					
	m Gym Plexiglass Replacement	1	General Fund	15,000		
	m Bodenhamer pool/pool area renov.	1		275,000		
	e Green Building Renovation					
	m New Splash Park					450,000
	m Library Renovation				45,000	
	m Beach Boardwalk Lighting				60,000	
	e Beach Boardwalk-Replace	1	Beach Reserves	100,000		
	m New Kitchen Floor/Cabinets at AAC				35,000	
	e Civic Center chairs	1		175,000		
	e Batting Cages Sportsplex				35,000	
	m Moe's Landing Improvements				80,000	
	e Parking lot lights / bollards at CC				35,000	
	e Track and Field Storage Building	1	Impact Fees	55,000		
	e Additional Hurdles for Track	1	Impact Fees	8,200		
	e Fence Soccer Field	1		22,000		
	e 5 each 20x20 Pavillions				100,000	
	e 2 each 20x40 Pavillions	1		60,000		

City of Gulf Shores
Capital Improvement Program
Ten Year Plan beginning 2015

Department	Description	Priority	Suggested Fund Source	2015	2016	2017
Miscellaneous	m Playground at 5-plex					45,000
	m Tile restrooms at Sims and Sports	3		48,000		
	Football Field Renovation					
	Wade Ward Park Boardwalk Repairs		Possible NRDA			
	Football/Baseball/Softball Stadium Expansion					
	e Gulf Place Upgrades		NRDA/Restore		15,000,000	
	Lagoon Pass Park Upgrades		NRDA/Restore		1,500,000	
	Subtotal RECREATION			1,779,530	17,866,000	725,000
	IT DIVISION					
	SAN Upgrade (Critical)	1			20,000	
	Cisco Call Manager Priority 2	2		56,000		
	Physical Server emergency replace	3		22,000	60,000	
	Cisco 4506 Core Upgrade	2		-	98,000	
	Cisco ISE Server	3		46,000		
	GOV Clarity Software	4		12,000	12,000	12,000
	Trimble GPS Units	3		21,000		
	Management Software	5		32,000	10,000	10,000
	Fire Supression System	2				
	Spillman Server	1				45,000
	Additional Backup Space (Data Dc	1		40,000		
	Replace 2004 Chevy Impala (124,095 mi)w/ truck	2		30,000		
	Camera upgrades	2		45,000		
	Subtotal IT DIVISION			304,000	200,000	67,000
GRAND TOTAL ALL DEPARTMENTS				7,940,325	22,342,920	2,916,541
By potential funding source:				ADEM	42,000	
				ALDOT	1,274,914	
				ADECA	100,000	
				BP	-	
				Hazard Mitigation	-	
				Impact Fees Fire	20,000	
				Impact Fees Rec	127,200	150,000
				Impact Fees PW	120,000	130,000
				Beach Funds	704,523	
				NRDA	-	16,500,000
				Bond/Bank Finance	3,115,800	-
				Coca-Cola	21,500	
				Subtotal Other Funds	2,410,137	-
				City Funds	5,530,188	2,447,120
						2,916,541

Priority 1 (Adopted)	3,788,995
Priority 1 (Possible Amendment 1)	1,501,000
Priority 2 (Remaining 1 & 2)	1,703,330
Priority 3	503,000
Priority 4	12,000
Priority 5	32,000
Not ranked	400,000
SUBTOTAL	7,940,325

2018	2019	2020	2021	2022	2023	2024	2025
100,000 250,000 8,500,000							
9,150,000	296,000	6,404,000	165,000	121,000	220,000	185,000	-
20,000 50,000 22,000 -	60,000 98,000	20,000					98,000
12,000 21,000 10,000 5,000	12,000 10,000	12,000 10,000	12,000 10,000 45,000	12,000 10,000	12,000 10,000	12,000 10,000	12,000 10,000
140,000	180,000	42,000	67,000	22,000	22,000	22,000	120,000
29,591,015	2,184,591	7,605,189	1,298,360	705,948	1,346,021	1,430,338	745,617
250,000 8,902,500	-	6,000,000					
9,152,500	-	6,000,000	-	-	-	-	-
20,438,515	2,184,591	1,605,189	1,298,360	705,948	1,346,021	1,430,338	745,617

City of Gulf Shores Revenue, Expense and Reserve Funds Usage projected 2015

	2014	2015	2016	2017
	2%	4.6%	5%	5%
Total Revenue as of Amendment 4 for 2014 (1)	33,937,214	32,437,500 (6)	34,059,375	35,762,344
Total Expense as of Amendment 4 for 2014	33,936,807	32,345,719 (7)	30,758,841	30,428,191
Prior Year Debt		(4,635,204)	(4,494,116)	(3,563,171)
Current Annual Debt		4,494,116	3,563,171	3,545,531
Possible debt service			75,000	100,000
Add \$2 million capital outlay (rolling stock, major repairs)			550,000	2,000,000
Capital Improvements Fund Match estimates			510,000	1,000,000
Growth % net of debt		554,210	2% 525,295	2% 537,300
Estimated Annual Expenses	33,936,807	32,758,841	31,488,191	34,047,851
Reserve Amount 11/10/14	\$ 17,406,219	20,994,052 *	18,374,294	17,681,913
			17,681,913	20,253,097
Set aside for Ft. Morgan Annexation	(2)	500,000		
School Upgrade - \$900,000 over 4 years	(3))	189,952	189,851	
Equipment(Police)/Fire/City Radios repay loan from PNC at 1.08%	(4)	271,783	181,189	
Capital (equipment, paving, signage, remodel CC) from reserves	(5)	1,658,023		
Total Potential use of Reserve Funds	2,619,758	371,040	-	-
Reserve Balance after Potential Use	18,374,294	18,003,254	17,681,913	20,253,097
Return to Reserves (Revenue - Expenses-Reserves used)	(2,619,351)	(321,341)	2,571,184	1,714,493
Reserve Balance with return to Reserves	18,374,294	17,681,913	20,253,097	21,967,589
Reserves Target % of Expenses	16,968,404 50%	18,017,363 55%	18,892,914 60%	22,131,103 65%
Reserves as % of Budget	54.1%	55%	64%	65%

(1) Revenue growth from 2003 to 2013 averaged 6%; 2014 Reserves included \$1.8 million 2% transfer from Lodging Tax that occurred in 2013

(2) Max lookback 3 yrs from filing; 2 from tax payment. Case lost 2/28/14

(3) \$387,757 pd in 2012; 3 years of payments; budgeted in 2015

(4) PNC \$800K Loan 7/23/12- payments estimated at \$276,546 annually to 2015; payment made in 2013 & 2014; budgeted in 2015

(5) Total of Capital and transfer to Capital Improvements Amendments 1 to 3 minus Impact Fees of \$250K Public Works and \$76,972 Recreation to offset expense

(6) Subtract \$1.2 million from 2014 base for loss of Fort Morgan revenues and \$840K for Borrowed Funds for Waterway Village

(7) Subtract \$1,017,358 from 2015 base for Capital Improvements Fund City match; \$165K HOMF expense from \$32,431,719 proposed budget and \$1 million debt payment beginning 2016

*Beginning 2014 reserve amount is from 2013 audit.

2018	2019	2020	2021	2022	2023	2024
5%	3%	3%	4%	4%	5%	5%
37,550,461	38,676,975	39,837,284	41,430,775	43,088,006	45,242,407	47,504,527
31,047,851	31,538,998	32,614,804	33,801,892	35,453,170	36,677,219	38,150,287
(3,545,531)	(2,986,631)	(2,991,390)	(2,986,010)	(3,220,970)	(3,000,375)	(2,999,906)
2,986,631	2,991,390	2,986,010	3,220,970	3,000,375	2,999,906	2,757,257
500,000	500,000	600,000	800,000	800,000	800,000	1,100,000
2,100,000	2,163,000	2,227,890	2,317,006	2,409,686	2,530,170	2,656,679
1,020,000	1,040,400	1,061,208	1,082,432	1,104,081	1,126,162	1,148,686
550,046	571,047	592,468	616,318	644,644	673,537	703,008
34,658,998	35,818,204	37,090,990	38,852,608	40,190,985	41,806,619	43,516,010
21,967,589	24,859,053	27,717,824	30,464,117	33,042,285	35,939,306	39,375,093
-	-	-	-	-	-	-
21,967,589	24,859,053	27,717,824	30,464,117	33,042,285	35,939,306	39,375,093
2,891,463	2,858,771	2,746,294	2,578,168	2,897,021	3,435,787	3,988,517
24,859,053	27,717,824	30,464,117	33,042,285	35,939,306	39,375,093	43,363,611
24,261,298	26,863,653	29,672,792	33,024,716	36,171,887	39,716,288	43,516,010
70%	75%	80%	85%	90%	95%	100%
72%	77%	82%	85%	89%	94%	100%

This page intentionally left blank

CITY OF GULF SHORES, ALABAMA
DEPARTMENTAL INFORMATION
FISCAL YEAR 2015

City of Gulf Shores, Alabama
2015 Annual Budget
Personnel - All General Fund

Fund	Department	2013 Full time	2013 Part time	2014 Full time	2014 Part time	2015 Full time	2015 Part time
General	Executive	10	-	11	-	12	1
	Human Resources	-	-	2	1	3	0
	Finance & Administrative Services	18	2	16	1	17	1
	Municipal Court	3	2	3	2	4	2
	Police	60	-	60	-	63	4
	Fire & EMS	43	-	43	-	43	-
	Community Development	4	-	4	-	4	-
	Building	4	-	6	-	5	-
	Recreation & Cultural Affairs	1	-	1	-	2	-
	Special Events & Programs	7	4	6	3	6	3
	Library	8	3	8	3	8	2
	Recreation - Bodenhamer	10	30	11	24	9	22
	Recreation - Sportsplex	6	7	7	2	7	2
	Recreation - Parks	-	-	6	-	6	-
	Recreation - Beach	1	13	1	13	1	13
	Recreation - Cultural Center	-	-	6	2	7	1
	Public Works - General Services	6	2	7	2	7	2
	Public Works - Custodial	8	-	8	-	10	-
	Public Works - Landscaping	9	-	9	-	9	-
	Public Works - Streets	17	-	17	-	19	-
	Public Works - Maintenance	10	-	11	-	12	-
	Airport Authority	-	-	2	-	2	-
Total		225	63	245	53	256	53

PT = Part-time

New Full time Positions Approved 2015

Executive	Economic Development Coordinator
Finance & Administrative Services	Information Technology Specialist
Municipal Court	Municipal Court Magistrate
Police	Communications Officer
Recreation & Cultural Affairs	Assistant Director
Public Works Maintenance	Maintenance Worker
Recreation - Cultural Center	Events Coordinator (Part-time to Full-time)

Beach Funded Positions Approved 2015

Police	Two Beach Patrol Officers
Police	Four Seasonal Rangers
Public Works Streets	Two Equipment Operators
Public Works Streets	One Seasonal for Kiosk
Public Works Streets	Contract Laborers 4.5 for Beach pickup & recycling

CITY OF GULF SHORES, ALABAMA
EXPENDITURES BY CATEGORY
BUDGET YEAR ENDING DECEMBER 31, 2015

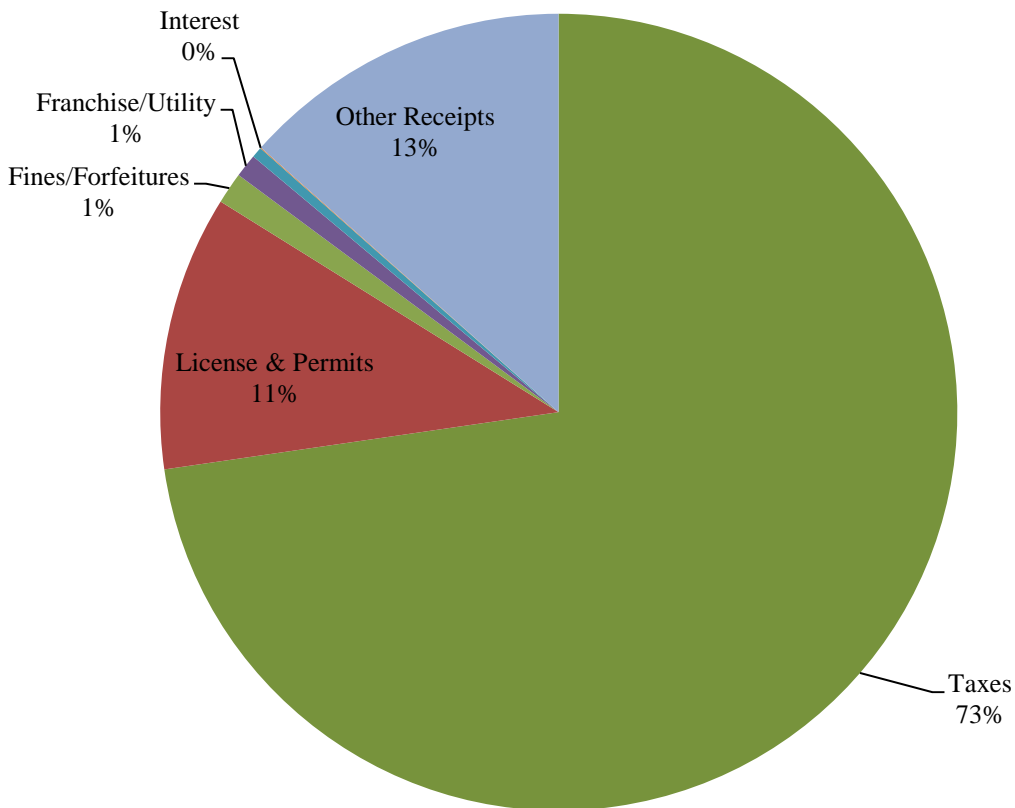
Department	Personnel	Operations	Capital Outlay	Debt Service	Transfers	Total
General Fund:						
Executive	689,094	415,875	34,000			1,138,969
Human Resources	231,506	73,036				304,542
Finance & Administrative Services	1,418,487	951,698				2,370,185
Municipal Court	347,004	13,150				360,154
Police	4,041,706	666,000	140,000			4,847,706
Fire & EMS	3,055,342	493,600	25,000			3,573,942
Community Development	324,934	77,200				402,134
Building	369,006	48,675	42,000			459,681
Recreation & Cultural Affairs	210,645	21,020				231,665
Special Events & Programs	414,076	406,889				820,965
Library	480,492	95,665				576,157
Recreation - Bodenhamer	1,014,774	368,227	15,000			1,398,001
Recreation - Sportsplex	637,538	382,584	85,500			1,105,622
Recreation - Parks	251,048	154,291	45,500			450,839
Recreation - Beach	255,395	132,110				387,505
Recreation - Cultural Center	301,797	125,080				426,877
Public Works - General Services	588,801	54,370				643,171
Public Works - Custodial	515,461	76,550				592,011
Public Works - Landscaping	536,227	131,600	-			667,827
Public Works - Streets	996,586	887,200	158,000			2,041,786
Public Works - Maintenance	686,343	539,500	-			1,225,843
Airport Authority	121,909					121,909
Appropriations	0	140,650				140,650
Transfers Out	0	0			8,057,577	8,057,577
General Fund Totals	<u>17,488,171</u>	<u>6,254,970</u>	<u>545,000</u>	<u>0</u>	<u>8,057,577</u>	<u>32,345,718</u>
Other Funds:						
Special Revenue						
2% Lodging Tax - Transfer Out					2,521,000	2,521,000
Designated Taxes - Transfer to GF					404,000	404,000
Impact Fees			267,200			267,200
Capital Projects Funds			2,392,272			2,392,272
Beach Restoration & Projects			1,310,867			1,310,867
Debt Service				4,496,117		4,496,117
Subtotal Other Funds	<u>0</u>	<u>0</u>	<u>3,970,339</u>	<u>4,496,117</u>	<u>2,925,000</u>	<u>11,391,456</u>
Grand Total	<u>17,488,171</u>	<u>6,254,970</u>	<u>4,515,339</u>	<u>4,496,117</u>	<u>10,982,577</u>	<u>43,737,174</u>
Total Expenditures						<u>\$ 43,737,174</u>

The City of Gulf Shores, Alabama

General Fund Budget Summary

GENERAL FUND REVENUE	2012 Actual	2013 Actual	2014 Budget	2015 Council Adopted	% of Total General Fund
Taxes	22,476,901	23,233,376	23,293,576	23,583,000	73%
License & Permits	3,097,051	3,232,209	3,413,600	3,623,000	11%
Fines/Forfeitures	338,470	387,739	340,000	415,000	1%
Franchise/Utility	294,753	294,092	299,500	306,000	1%
Intergovernmental	203,175	286,325	181,900	140,200	0%
Interest	18,952	15,898	15,000	15,000	0%
Other Receipts	10,269,318	4,874,171	5,576,138	4,355,300	13%
Total General Fund Revenues	36,698,620	32,323,810	33,119,714	32,437,500	100%

General Fund Revenue FY 2015



CITY OF GULF SHORES, ALABAMA
DEPARTMENT DETAIL
FISCAL YEAR 2015

The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

	2012	2013	2014	2015	% Change	2016
	Actual	Actual*	Amended Budget	Council Adopted	2014 to 2015	Projected
EXECUTIVE						
Expenditures						
Personnel	486,623	443,166	565,199	689,094	22%	702,876
Operations	69,722	413,433	449,600	415,875	-8%	428,351
Capital Outlay	587,240	39,119	817,500	34,000	n/a	0
Executive Total	1,143,585	895,718	1,832,299	1,138,969	-38%	1,131,227

*Legal Fees, Professional Services, Contract & Consulting expense moved from Finance & Admin Department

Executive Personnel

	2012	2013	2014	2015
	Actual	Actual	Budget	Adopted
Positions				
Mayor	1	1	1	1
Council Members	5	5	5	5
City Administrator	1	1	1	1
City Clerk	1	1	1	1
Economic Development Coord	0	0	0	1
Environmental Grants Coord	0	0	1	1
Records & Archives Clerk	1	1	0	0
Asst. Admin/City Clerk	1	1	1	1
Administrative Assistant PT	0	0	1	1
Total Personnel:	10	10	11	12

Executive Department Functions:

The Executive Department provides experienced leadership to manage a dynamic, complex and growing community at a cost that is affordable to local taxpayers without contributing unduly to demands for government expenditures. To this end, the Executive Department works to govern by adopting appropriate legislation, policy and program directions. The Executive Department strongly advocates for open government with a priority to provide community services and be highly responsive to citizen/customer needs and concerns. Effective delivery of this mandate requires a proactive approach, strategic planning, and the commitment to focus on long range goals. This function is provided by the Executive Department which is comprised of the Office of the Mayor, City Administrator, City Council, City Clerk and administrative support staff. The Executive Department is the focal point in setting direction for the operation of citywide departments and coordinating and planning its activities to ensure that the City meets its short and long term goals to maintain a clean, attractive, safe, friendly, family oriented, beachside community with an excellent quality of life for all residents and visitors with a protected environment and a year round sustainable economy.

Major Accomplishments:

Conducted community outreach for Strategic Plan and Vision 2025

Updated and adopted Strategic Plan 2015-2019 and Vision 2025 to enhance and support Sustainability Plan

Improved use of CivicPlus Agenda site

Declared Local State of Emergency due to Flooding Rainstorm of April 29, 2014; citywide recovery ongoing

Updated Zoning Ordinance to more define Landscaping, Screening, and Buffer regulations

Updated Code of Ordinances to enhance Land Disturbance Regulations for Erosion and Sedimentation Control

Department: Executive

Major Accomplishments Continued:

Council granted conditional 6-year non-assignable franchise to HO-MF, LLC, for the staging of the Hangout Music Festival on the public beach 2015-2020.

Assistant City Clerk completed 3-year educational training at University of Alabama to receive CMC (Certified Municipal Clerk) designation.

Added Environmental Grants Coordinator position to focus on obtaining available State and Federal grants.

Added Admin Assistant I position to provide better customer service.

Retrofitted Executive Offices with security system and office access codes

Worked with City insurance provider to develop monthly reporting system on all claims filed and pending.

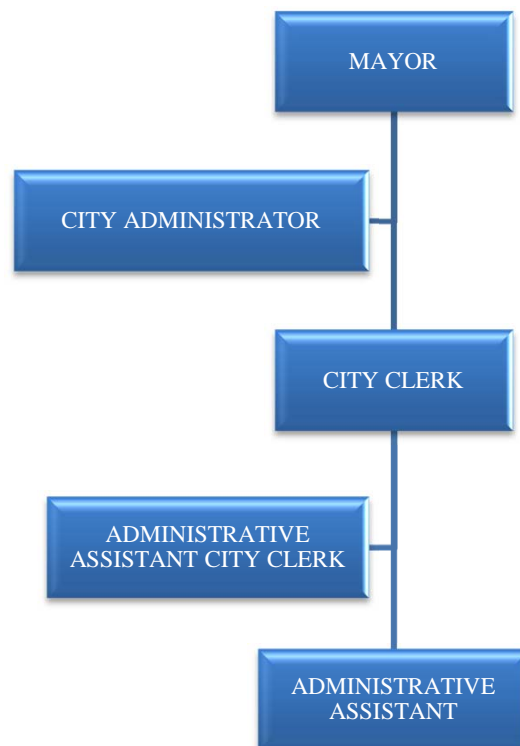
Planned and co-hosted Employee Relay for Life Trivia Night Event resulting in a \$700 donation to Cancer Research Foundation.

City Goal V Leadership - Foster strong community leaders, who are responsive to all residents

Goals:

To deliver outstanding professional support and service through a well-trained Executive staff using up to date technology, accurate and timely information, responsible reporting, continuing education, and enhanced customer service practices necessary to implement the Mayor and Council's updated Strategic Plan 2015 – 2019 and focus on the five core values (medical, education, Waterway District, Gulf State Park and Gulf Beach District) and critical development actions essential to the growth of the Gulf Shores' Small Town, Big Beach Vision 2025 for Sustainability.

EXECUTIVE DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

	2012	2013	2014	2015	% Change	2016
	Actual	Actual*	Amended Budget	Council Adopted	2014 to 2015	Projected
Human Resources						
Expenditures						
Personnel	0	0	192,504	231,506	20%	236,136
Operations	0	0	44,304	73,036	65%	75,227
Capital Outlay	0	0	0	0	n/a	0
Human Resources Total	0	0	236,808	304,542	29%	311,363

*Human Resources expense moved from Finance & Admin Department for 2014

Human Resources Personnel

	2012	2013	2014	2015
Positions	Actual	Actual	Budget	Adopted
Human Resources Officer	1	1	1	1
Payroll & Benefits Specialist	1	1	1	1
Admin. Asst. II (Part-time)	1	1	1	0
Admin. Asst. II (Full-time)	0	0	0	1
Total Personnel:	3	3	3	3

Human Resources Department Functions:

The mission of Human Resources is to maintain a fair, equitable, and positive work environment for all of the City's most valuable resources....its employees. The department oversees the functions of classification and compensation, employee benefits, recruitment, testing, discipline, training, worker's compensation and payroll. We also assist management with the development and implementation of the City's personnel policies and procedures, ensuring compliance with all applicable Federal and State Laws.

Major Accomplishments:

Opened an Employee Clinic in January, 2014 and implemented a Wellness Incentivized Program.

Vision 2025 Core Value - We commit to excellence and the highest quality standards.

Goals:

Reduce City Insurance Cost

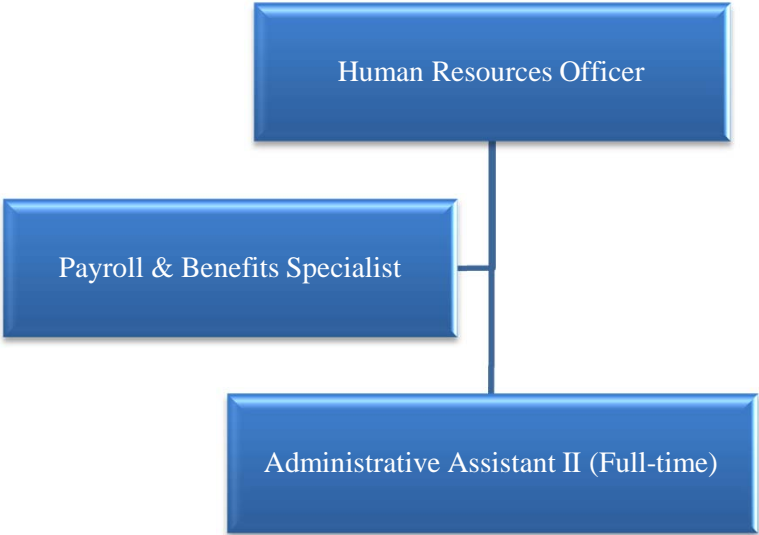
Update Employee Handbook

Objectives:

Work with Safety Coordinator on establishing an Employee Safety Program and Safety Manual

Review current policies and laws pertaining to employment
Update Substance Abuse Policy

**HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL CHART**



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

FINANCE AND ADMINISTRATIVE SERVICES	2012 Actual	2013 Actual	2014 Amended Budget	2015 Council Adopted	% Change 2014 to 2015	2016 Projected
Expenditures						
Personnel	1,323,279	1,418,706	1,340,118	1,418,487	6%	1,446,857
Operations	1,022,821	746,558	1,050,147	951,698	-9%	1,050,147
Capital Outlay	158,721	0	0	0	n/a	0
Finance & Admin Total	2,504,821	2,165,264	2,390,265	2,370,185	-1%	2,497,004

Finance & Administrative Services Personnel

	2012 Actual	2013 Actual	2014 Budget	2015 Adopted
Positions				
Director	1	1	1	1
Accountant	1	1	1	1
Accounting Supervisor	1	1	1	1
Financial Tech I	2	2	2	2
Financial Tech II	2	2	1	1
Financial Tech III	0	0	1	1
Revenue Tech	0	0	1	1
Purchasing Officer	1	1	1	1
Purchasing Tech	1	1	1	1
Revenue Auditor	1	1	0	0
Revenue Supervisor	1	1	1	1
Human Resources Officer	1	1	0	0
Payroll & Benefits Specialist	1	1	0	0
GIS Coordinator	1	1	1	1
Information Technology Officer	1	1	1	1
Network Administrator	1	1	1	1
Systems Administrator	0	1	1	1
Information Technology Speci.	1	0	0	1
Admin Asst. II (Part-time)	1	1	0	0
Financial Tech II (Part-time)	1	1	1	1
Admin Asst. I	0	1	1	1
Total Personnel:	19	20	17	18

Finance and Administrative Services Function:

The Finance and Administration Department's purpose is to manage the fiscal affairs and administrative responsibilities of the City of Gulf Shores and to provide effective decision-support for City leaders. The department incorporates long range strategic planning into the budget and audit documents and provides City leadership, City departments, and the public with timely and accurate information, while assuring clarity and accountability.

Department: Finance and Administrative Services**Major Accomplishments:**

Received GFOA Certificate of Recognition for Budget Preparation for 2014 Budget Document.

GFOA Certificate of Achievement for Excellence in Financial Reporting award received for the 2013

Comprehensive Annual Financial Report (CAFR) - fourth consecutive year award received.

Business License LEAN training with other Departments to improve on processes, cross training, and building more customer friendly relations with business clientel. (Revenue & IT)

Implementation of Citizenserve software (successful B/L renewal mail-out and receipting during conversion).

Implementation of new Ordinance requiring Emergency Contact information of Lessors of Residential Buildings.

Updated bid documents including improved insurance clauses. Completed 12 formal bids. (Purchasing)

Worked with local vendor representatives to increase savings on high quantity purchases. (Purchasing)

Purchased, configured, and rolled-out more than 30 new PCS in an effort to bring all City employees up to the most current configuration and operating system. (IT)

Credit Card payment systems were set up for both online and OTC payments for Business Licenses and Hurricane Decals. (IT)

Credit card payment system set up for Alarm Permits at the Police Department. (IT)

Credit Card payment system was set up for OTC Permit and application fees at the Building Department. (IT)

Assisted Public Works with the Traffic Signal project to get selected traffic signals connected via fiber and functioning correctly. (IT)

Configured switches and assisted with installation. Created traffic signal server and worked with fiber provider to install and configure traffic control software to get all traffic devices recognized and functioning properly. (IT)

Installed and configured wireless mesh at the Sportsplex, allowing for the transmittal of Wi-Fi throughout the stadium. (IT)

Prepared Cultural Center for addition to the City network. Configured and installed switches, wireless access points and cabling. (IT)

Replaced old Library software system with updated application. (IT)

Installed and configured new SAN and hosts. Performed migration and created new servers as well as expanding existing space.(IT)

Visions 2025 Key Strategy: Sustainability - Standards of excellence in service to meet and exceed community needs**Goals:**

Citizenserve migration from Delta software and finish Planning & Zoning migration.

Enhance training for staff to become more customer service oriented.

Provide useful information and excellent customer service to public.

Objectives:

Overcome challenges of data standards and address issues.

Scrub data in our database prior to final migration(s) to ensure accurate DB entries.

Create and Implement ADOR Import integration with Citizenserve.

Staff continue required certification studies.

Revenue staff attend Customer Service Training.

Cross train for each position to provide seamless service.

Revenue provide business packets, brochures, lobby materials, online account access and website links.

Conduct Customer Service Surveys.

Department: Finance and Administrative Services

Goals and Objectives Continued:

Emergency Preparation	Purchasing Officer to attend training for EMA role as Logistics Section Chief. Continue to build vendor relationships and contracts for emergency situations. Maintain emergency purchasing contracts/agreements.
Upgrade and enhance City surveillance camera system. Provide better quality security to the public.	Add upgraded cameras with Pan/Tilt/Zoom capabilities. Install cameras in locations known to be trouble areas. Upgrade user portal for viewing and managing video capture.
Install a system capable of Emergency Paging on current IP(VoIP)system.	Provide timely notice and warning of potentially dangerous events. Implement Informacast Paging System citywide with training on all devices (mobile as well).
Secure and manage the public use of City wireless network connections.	Evaluate Identity Service Engine (ISE)server and application. Implement a guest login page and agreement for all public users. Manage bandwidth and balance load.
Public Access to geographic information.	Geographic Information System (GIS) data on Baldwin County's Internet GIS viewer for public access.
Submit 2014 Comprehensive Annual Financial Report for Government Finance Officer's Association Certificate of Excellence in Financial Reporting Award.	Include supporting schedules. Ensure all GFOA criteria are met to qualify for GFOA award(s) in order to enhance bond ratings and be able to borrow funds at lower rates to accomplish the Vision 2025 goals.
Submit 2015 Budget for the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award.	Include supporting schedules. Ensure all GFOA criteria are met to qualify for GFOA award(s) in order to enhance bond ratings and be able to borrow funds at lower rates to accomplish the Vision 2025 goals.

FINANCE AND ADMINISTRATION ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

MUNICIPAL COURT			2014	2015	% Change	
	2012	2013	Amended	Council	2014 to	2016
	Actual*	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	309,588	297,702	282,933	347,004	23%	353,944
Operations	13,426	9,452	14,600	13,150	-10%	13,545
Municipal Court Total	323,014	307,154	297,533	360,154	21%	367,489

* Increase due to required replacement of three computers in Court by IT Department in 2012.

Municipal Court Personnel

	2012	2013	2014	2015
Positions	Actual	Actual	Budget	Adopted
Municipal Court Judge	1	1	1	1
City Prosecutor	1	1	1	1
Court Clerk/Magistrate	1	1	1	1
Court Magistrate	2	2	2	3
Total Personnel:	5	5	5	6

Municipal Court Functions:

Municipal Court Judge: The Municipal Court Judge resides over the Municipal Court Clerk and Magistrate(s), and hears any cases brought before the Gulf Shores Municipal Court. Appointed and approved by the Mayor and City Council. The position of Municipal Court Judge is created by the Code of Alabama and directed by the Supreme Court and the Administrative Office of Courts. A Municipal Judge must be an attorney.

Municipal Court Clerk: The Municipal Court Clerk is responsible for the Administration of the Municipal Court and its Records, Finances and Employees. Also, as Magistrate, accepts fine payments, holds Probable Cause Hearings, and issues Warrants. Additionally the Municipal Court Clerk holds initial Appearance/Bond Hearings with incarcerated defendants. As Administrative Law Judge, will also conduct hearings of appeals from the final decisions of the City of Gulf Shores' Chief Revenue Officer relating to business licenses and taxation.

Municipal Court Magistrate: The Municipal Court Magistrate accepts fine payments; holds Probable Cause Hearings, and issues Warrants. Additionally, the Municipal Court Magistrate holds initial Appearance/Bond Hearings with incarcerated defendants, as well as manages the clerical duties of the case files in the Court.

Department: Municipal Court**Major Accomplishments:**

Increased on-time payments reduced the size of Court Dockets, reduced Alias warrants for failing to appear by issuing letters of explanation and Guilty/Waiver packets at Defendant's Initial Appearance Hearings.

Implemented a COGS citation allowing officers and personnel to cite offenders without incarceration.
Current Court software prepared for "E-Ticket" program when and if entire program established.

Completion of online payment system and charge card usages system to facilitate defendant's payments, increase collections and therefore decrease dockets.

Key Strategy/Priority: *Prosperity/To protect the quality of life for all residents and the high-value experience of our visitors.*

Goals:

Caseload Management to avoid large dockets, reducing overtime and need for more Court sessions.

E-Tickets. Traffic Tickets electronically generated by Officers and uploaded directly to Police and Court records to save data entry time and provide immediate record of issuance.

Reduction of inmate population to reduce overhead to operate the jail is always a priority.

Creation of a Pretrial Diversion program to aid in reduction of jail sentencing.

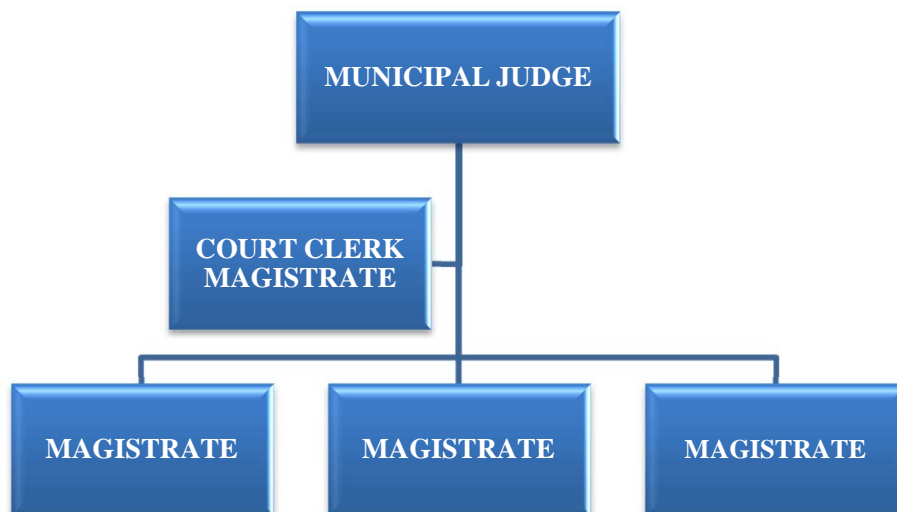
Objectives:

Use of online payments. Use of Guilty/Waivers to allow defendants to plead by mail when approved. Use of website and instructional forms and handouts to communicate the process and expedite dispositions.

Printers, card readers, and mounting brackets have been ordered and upon installation and equipment and software and training of Officers, system will be operational.

Use of Judicial Corrections Services when available to collect unpaid fines. Liberal credit for time served programs to expedite release based on work and cooperation during incarceration.

Developing an Ordinance for review and presentation to the Council for Consideration.

MUNICIPAL COURT ORGANIZATIONAL CHART

The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

POLICE			2014	2015	% Change	
	2012	2013	Amended	Council	2014 to	2016
	Actual*	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	3,548,781	3,873,487	3,842,998	4,041,706	5%	4,082,123
Operations	516,308	602,538	647,000	666,000	3%	647,000
Capital Outlay	0	637,305	21,000	140,000	567%	142,800
Police Total	4,065,089	5,113,330	4,510,998	4,847,706	7%	4,729,123

Police Personnel

	2012	2013	2014	2015	
Position	Actual	Actual	Budget	Adopted	
Police Chief	1	1	1	1	
Deputy Chief	1	1	1	1	
Lieutenant	3	3	3	3	
Investigator Sergeant	1	1	1	1	
Investigator Corporal	1	0	0	0	
Investigator	3	3	3	3	
Juvenile Investigator Cpl.	1	1	1	1	
Narcotics Corporal	0	0	0	0	
Narcotics Investigator	2	3	3	3	
School Resource Officer	1	1	1	1	
Community Resource Officer	0	0	1	1	
Patrol Sergeant	4	4	4	4	
Patrol Corporal	3	3	3	3	
K9 Corporal	1	1	1	1	
K9 Officer	3	3	3	3	
Patrol Officer	16	18	16	18	Beach Patrol 2
Communication Officer	6	6	6	7	
Detention Supervisor	0	1	1	1	
Detention Officer	4	6	8	8	
Animal Control Officer	1	1	1	1	
Administrative Assistant I	1	1	1	1	
Administrative Supervisor	1	1	1	1	
Part Time Positions:					
Emergency Management Advisor	1	1	0	0	
Beach Rangers (seasonal)	0	0	0	4	Beach Funding
Total Personnel:	55	60	60	67	

Department: Police**Police Department Functions:**

Mission Statement -- The Mission Statement of the Gulf Shores Police Department is a brief statement which indicates why the organization exists. The Mission Statement sets the direction for the entire Police Department. The mission of the Gulf Shores Police Department is:

To Serve, Protect, and Enhance quality of life.

Vision Statement -- The Vision Statement of the Gulf Shores Police Department is a brief statement of where the organization is going, where we want to be:

Be a model law enforcement agency viewed internally and externally as professional, enthusiastic, trustworthy and at the forefront of the police profession.

Department Goals -- Goals establish direction for achievement in a function or program. Goals begin at the department level where they are established by the Chief of Police; they extend to all management levels, becoming increasingly more specific. Provided below is a list of general goals shared on a continuous basis. More specific goals are stated on an annual basis in alignment with the fiscal year budget.

1. Protect Life and Property
2. Respond to Calls for Service
3. Maintain Order
4. Protect Constitutional Guarantees
5. Proactively Enforce the Law
6. Prevent Crime
7. Promote Traffic Safety
8. Investigate Crime
9. Assist in Prosecution
10. Promote Community Partnerships
11. Solve Problems
12. Maintain Public Confidence in the Police Department

Organizational Values -- Our values are the heart and soul of how we operate. We dedicate ourselves to these values with the goal of providing excellent services and programs to meet the needs of our community and those within our organization. They guide our actions and serve as the framework for the decisions and contributions we make every day -- at every level.

1. Integrity
2. Respect
3. Service
4. Teamwork

Department: Police**Police Department Functions Continued:**

Management Principles -- Management Principles describe how we go about planning, organizing, directing, staffing, coordinating, reporting, and budgeting so that we can accomplish our mission. They are our guidelines for mission accomplishment. It is the responsibility of every Police Department supervisor and manager to continuously practice these principles.

1. Partnerships
2. Professionalism
3. Service
4. Support
5. Cooperation
6. Participation
7. Empowerment
8. Proactive
9. Teamwork
10. Recognition
11. Encouragement

Police Department Major Accomplishments:

The department continued to do more with less. Despite being understaffed compared to peer agencies the GSPD continues to keep our community safe in spite of a 35% increase in calls for service between 2011 and 2014 (Jan-Sep).

In 2014 the department continued our proactive criminal enforcement activity while at the same time maintaining our community policing philosophy.

Two armed robberies were solved quickly thanks to the work of our detectives, one within minutes of the crime.

Our Marine Unit and Dive Team became fully operational although the unit is a collateral duty and not a full-time assignment.

A significant drug enforcement initiative in the late summer and early fall resulted in numerous felony and misdemeanor drug charges.

City Core Value: We protect and enhance the quality of life for our residents, visitors and retirees

Police Goals and Objectives:

The largest percentage of the Gulf Shores Police Department budget is personnel - our people.

In Gulf Shores this is money well spent. Our officers and civilian staff are dedicated professionals, serving this city around the clock, each and every day. Even with limited resources, they have made it their mission that this beautiful community will continue to be one of the safest anywhere. They do this through prevention, partnerships and a proactive attitude.

Our Goals: **Prevent, reduce and disrupt crime.**

Recruit, train and develop our people.

Initiate timely and open communication.

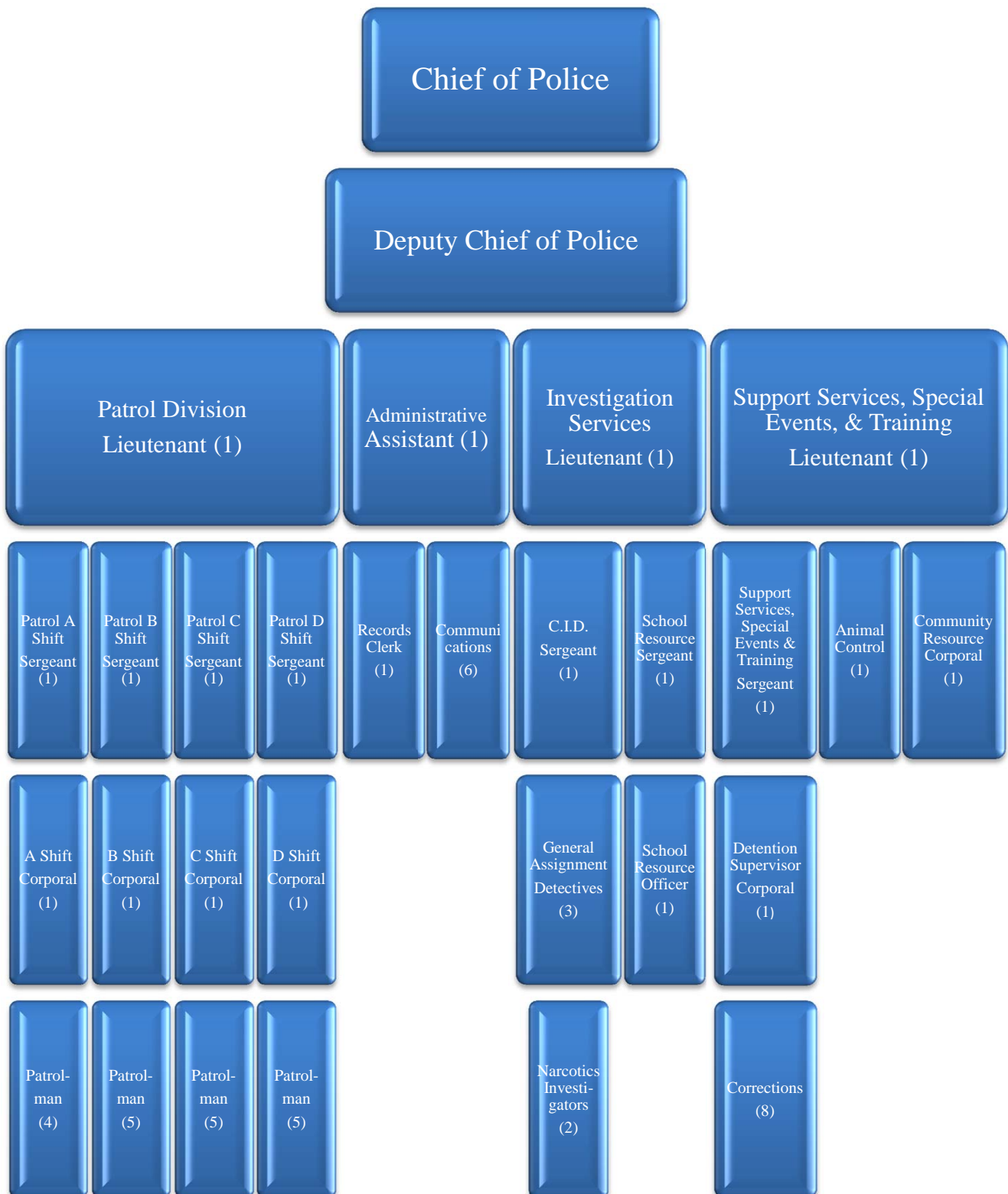
Develop and implement solutions to improve traffic safety.

Effectively use innovation and technology.

Capital / Equipment

Planning and design of the new public safety facility will continue. Fleet vehicles will continue to be replaced and updated as appropriate.

POLICE DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

FIRE			2014	2015	% Change	
	2012	2013	2014	2015	2014 to	2016
	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	Projected
Expenditures						
Personnel	2,857,397	2,925,052	2,942,980	3,055,342	4%	3,101,172
Operations	386,483	396,725	416,200	493,600	19%	508,100
Capital Outlay	0	0	500,000	25,000	-95%	500,000
Fire Total	3,243,880	3,321,777	3,859,180	3,573,942	-7%	4,109,272

Fire Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Fire Chief	1	1	1	1
Deputy Chief	1	1	1	1
Fire Marshal	1	1	1	1
Battalion Chief	3	3	3	3
Captain	0	0	0	0
Lieutenant	10	10	10	10
Firefighter/Paramedic	10	10	8	8
Firefighter/EMT	16	16	18	18
Admin Assistant	1	1	1	1
Total Personnel:	43	43	43	43

Fire Department Functions:

Gulf Shores Fire Rescue is tasked with the responsibility of keeping our citizens, vacationers, visitors, and city employees, which includes our department, safe. We address problems which arise from fire, Emergency Medical Service, water rescue or any hazard that would cause harm. Many situations require a direct approach: putting water on the fire, extracting injured persons from vehicle accidents, resuscitating breathless and no pulse victims, etc. Other situations require an indirect approach: fire prevention education, reviewing building construction plans, fire inspections, public safety education, CPR classes, etc. We are proud to participate with our local school system by interacting with our students on a variety of subjects. These include a broad spectrum of Emergency Services and preparedness. We start with the basics at the Elementary School and progress to advanced Emergency Medical instruction courses in the High School. We also provide mutual aid when requested from neighboring agencies. We fulfill community assists and work with other city departments when needed. Ongoing training and education provide the department with up-to date skills and the experience necessary to keep our department proficient, current on protocols, and ready to serve our customers.

Mission Statement:

"To mitigate the consequences of fire, accident, sudden illness, or disaster in the community, To promote life and safety and to reduce human suffering through public education and fire prevention programs, To recognize that every individual is valuable and maximize each member's potential, To reach into the future, never forgetting the lessons of the past."

Department: Fire

Gulf Shores Fire Rescue has a set of Core values. They are the basics from which we build everything that we stand for and represent to our public. At the base of these values is customer service. It is the reason we are here, and without a strong customer service understanding, we will fail in our mission.

Department Core Values

RESPECT: For each other and the citizens we serve.

INTEGRITY: In all actions and deeds, we will do what is right.

ACCOUNTABILITY: We are accountable to each other and our citizens in all aspects of our duty.

PROFESSIONALISM: We serve the citizens as professionals, and experts in our field.

CUSTOMER SERVICE: We will always strive to exceed the expectations of our customers. We also understand that we have internal customers as well as external customers that we serve.

Major Accomplishments:

1. Worked with Gulf Shores Emergency Management coordinator to create standing Incident Action Plans.
2. Completed Phase One of Fire Sprinkler System Lab. Acquired drawings and applied for FEMA Grant, still waiting on award status.
3. Inventory control was a high priority in 2014. We have streamlined this process significantly, thus reducing a majority of waste.
4. Combined with Oyster Bay Fire Rescue to create a Fire Safety Training Kitchen and a Blue Card Training Room. (Command and Control simulator)
5. Competed in a National Contest, made it to the finals on GMA, an ABC National Morning Show; The contest and appearance united our community and placed our City in the National spot light!
6. Combined with the Alabama State Troopers Aviation Unit to create a functioning branch to provide training and services in water rescue, brush fire and long line rescue situations.
7. Continued our community support by teaching CPR, Emergency Medical Responder and First Aid courses to our citizens. Reach 1260 people, an increase of 125% from 2013.
8. Started a Career academy focused on EMS. Teaching Emergency Medical Responder in the Highs School. Upon completion, students will be qualified to take the National Registry for Certification.
9. Fire Marshal began All-Hazards teacher training in all three schools in Gulf Shores. This training is mandated for the Schools, our participation has helped our schools meet Federal/State and local compliance benchmarks.
10. Coordinated another successful Hangout Music Festival safety plan.
11. Received an ISO rating of 3/9. This rating places us in the top 6% of Fire Departments across the Nation.
12. Increased response area to include all of the Gulf Shores Police Jurisdiction; without added equipment or staffing.

Department: Fire

Core Value: We protect and enhance the quality of life for our residents, visitors and retirees. We protect and preserve our unique natural environment and resources.

Strategies:

Priorities:

Sustainability

Infrastructures that promote a natural balance, preserve biodiversity and protect our valued natural resources are solutions that benefit the land and community now and for future generations.

North Gulf Shores

Prepare detailed analysis of future needs for North Gulf Shores and needed infrastructure as related to the Department of Fire and Emergency Services.

Advanced Life Support

Health and wellness of a community correlate to the health of a community's economy.

Provide advanced life support training to enable 6 current advanced Emergency Medical Technicians to move up to Paramedic level.

Education Outreach

Exposure to advanced levels of education and curriculum supports sustainable economic development by providing our community with a perpetual and attractive workforce.

Create a Gulf Shores High School Firefighter Academy. Teaching the State of Alabama Firefighter 160 hour curriculum in the high school; creating State Certified Volunteer Firefighters. This creates a pool of certified locals for the City of Gulf Shores to pull from.

Continue Emergency Medical Responder Training at Gulf Shores High School Career Academy. This training allows the successful candidate to test for the National Registry License.

ISO Reclassification

Health and wellness of a community correlate to the health of a community's economy.

Our current ISO rating is 3/9. The nine rating is in only two remote areas of our jurisdiction where hydrant installation is impractical. To remove the 9, we will need to perform advanced hose lays within a set amount of time. This process must be witnessed by ISO to receive certification.

FIRE DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PLANNING AND ZONING	2012	2013	2014	2015	% Change	2016
	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	Projected
Expenditures						
Personnel	336,255	308,254	304,441	324,934	7%	328,183
Operations	55,397	75,161	113,000	77,200	-32%	113,000
Planning & Zoning Total	391,652	383,415	417,441	402,134	-4%	441,183

Planning & Zoning Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Director	1	1	1	1
Planner I	1	1	1	1
Code Enforcement Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Total Personnel:	4	4	4	4

Planning & Zoning Department Functions:

The Planning and Zoning Department administers the regulations set forth by the City's Zoning Ordinance, Subdivision Regulations, Land Use Plan, and Code of Ordinances. The Department is charged with guiding customers through the planning and zoning processes and helping citizens stay informed of development activity. In administering these codes, Planning & Zoning strives to achieve a cohesive land development pattern and keep our city clean and attractive.

Major Accomplishments:

Completed update of Land Use Plan
 Completed rewrite of beach area zoning regulations
 Developed Master Plan for the Redesign of Gulf Place & Lagoon Pass Public Parks
 Updated the Pedestrian and Bicycle Master Plan
 Received \$50,000 grant for installation of public beach access and parking at West 10th Street
 Worked with the Building Dept. and Revenue Dept. to streamline business license review process
 Developed master addressing standards for Citizenserve

Goals & Objectives:

Update Subdivision Regulations
 Scan all applications in order to have a digital archive file
 Work with other Departments to fully implement Citizenserve software
 Work towards obtaining Walk and Bike Friendly Community status

Department: Planning and Zoning

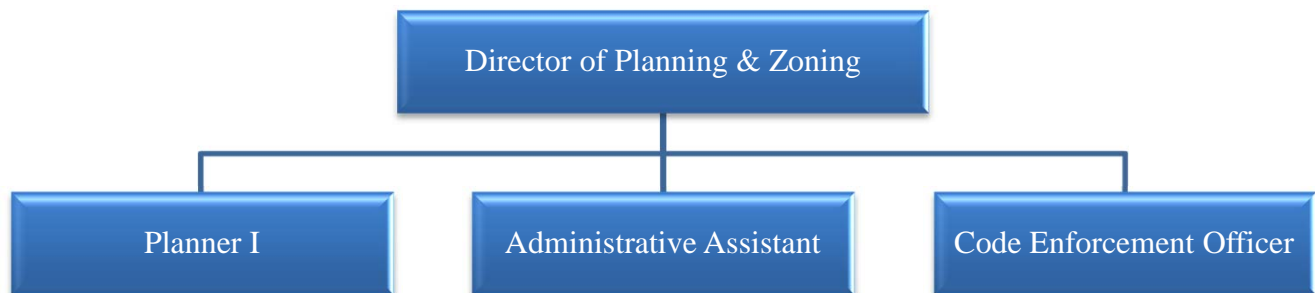
Vision 2025 Key Strategies

Community Planning & Sustainability - Update and enforcement of the subdivision regulations will protect the health, safety and welfare of our residents and businesses as well as preserve and protect valued natural resources.

Sustainability - Full implementation of the Citzenserve System will help the city to provide an excellence in service to meet the business license, building permit, land development, and code enforcement expectations of the city.

Prosperity - Obtaining Walk and Bike Friendly Community status reinforces the city's quality of life, promotes health and wellness, and can attract economic investment to Gulf Shores.

PLANNING & ZONING DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

BUILDING			2014	2015	% Change	
	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	281,668	325,592	410,936	369,006	-10%	427,936
Operations	50,433	41,528	56,205	48,675	-13%	63,205
Capital Outlay	119,721	52,062	76,970	42,000	-45%	69,970
Building Total	451,822	419,182	544,111	459,681	-16%	561,111

Building Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Building Official	1	1	1	1
Inspectors	2	2	4	3
Administrative Assistant II	1	1	1	1
Total Personnel:	4	4	6	5

Building Department Functions:

The Building Department serves multiple purposes within the City. This department issues all building, electrical, mechanical, and plumbing permits for all construction, including new, additions, department is also delegated by the Alabama Department of Environmental Management to enforce the Division 8, Coastal Regulations. We monitor the beach for construction activities, and ensure the beach front is in compliance with these regulations. The Building Department is responsible for administering the requirements of the National Flood Insurance Program for the City. We ensure new structures and existing structures remain in compliance with the City's Flood Damage Prevention Ordinance. This ensures the citizens get the best flood rates available to our area.

Major Accomplishments:

Created a safety inspection program for Short Term Rental Structures within the City.
 Developed an Incident Action Plan for Swimmers in Distress and Missing Persons on the beach.
 Held a Hurricane Expo with over 25 vendors and several hundred citizens attending.

Key Strategies/Priorities; Community Planning

New development and revitalization of buildings and infrastructure will enhance sense of place and quality of life. Consistent enforcement of zoning and building codes and regulations will protect the health, safety and welfare of our residents and businesses.

Goals:

Continue to improve the City's CRS rating.
 Continue to improve the City's Hurricane Preparedness Plan.

BUILDING DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

RECREATION & CULTURAL AFFAIRS	2012 Actual	2013 Actual	2014 Amended Budget	2015 Council Adopted	% Change 2014 to 2015	2016 Projected
Expenditures						
Personnel	129,834	116,206	120,235	210,645	75%	212,751
Operations	20,357	12,745	14,400	21,020	46%	21,230
Capital Outlay/Signage	0	675	355,124	0	n/a	0
Rec & Cultural Affairs Total	150,191	129,626	489,759	231,665	-53%	233,982

Recreation & Cultural Affairs Personnel

	2012 Actual	2013 Actual	2014 Budget	2015 Adopted
Position				
Director	1	1	1	1
Assistant Director	0	0	0	1
Total Personnel:	1	1	1	2

Major Accomplishments:

Successfully launched new city store to reinforce the new brand and brand identity.

Successfully managed National Track Championship, Beach Volleyball, Beach Handball and numerous Regional sporting events.

Renovated, staffed and implemented new programs at the Cultural Center.

Grew revenues at the Recreation Center.

Further enhanced public relations and communications.

Installed Phase I and II of the Wayfinding Signage Program.

Developed signage and marketing materials for Waterway Village and successfully launched its public debut.

Produced successful Vision 2025 public launch.

Assisted schools with numerous programs such as Operation Scared Safe.

Successfully coordinated 5th Hangout Music Festival with the event producers and city staff.

Coordinated University of South Alabama's Gulf Coast Campus expansion.

Department: Recreation and Cultural Affairs

Priority: *To protect the quality of life for all residents and the high-value experience for our visitors.*

Goals:

Improved Budget Management

Operations

Public Relations/Awareness

Citizen Outreach
(understand our community's needs/wants)

Revenue Production

Objectives:

Accountability within divisions by division managers.
Knowledge of budget detail.

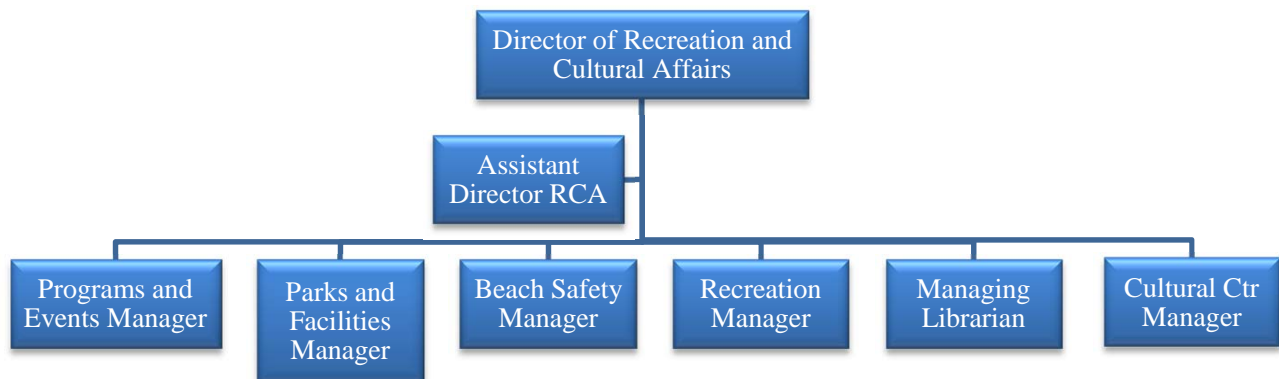
Modify City event application process to allow for the reimbursement of services by applicants.
Create more efficient contract and working documents for rental of sports complexes.

Open new city service center in former "green building."

Surveys and/or focus groups.
Advisory committees of varying demographics, e.g. teen board.

Increase revenue through capturing of fees and revised pricing strategy implementation.
Increase usage of facilities through continued partnerships with sports associations, sports commission, etc.

RECREATION & CULTURAL AFFAIRS DEPARTMENT ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

SPECIAL EVENTS & PROGRAMS	2012 Actual	2013 Actual	2014 Amended Budget	2015 Council Adopted	% Change 2014 to 2015	2016 Projected
Expenditures						
Personnel	375,185	439,675	398,422	414,076	4%	423,422
Operations	346,594	339,441	437,050	406,889	-7%	365,050
Capital Outlay	0	0	0	0	n/a	0
Special Events Total	721,779	779,116	835,472	820,965	-2%	788,472

Special Events & Programs Personnel

Position	2012 Actual	2013 Actual	2014 Budget	2015 Adopted
Programs & Events Manager	1	1	1	1
Programs & Events Supervisor	1	1	1	1
Events Coordinator (PT)	2	2	1	0
Rental Specialist	1	1	1	1
Civic Center Technician	1	1	1	1
Museum Administrator	0	0	0	1
Marketing & Communications	0	1	1	3
Programs Assistants (PT)	4	4	3	1
Total Personnel:	10	11	9	9

Major Accomplishments:

Successfully coordinated with South Baldwin Theatre and Faulkner to produce a dinner show.
 Successfully hosted AHSAA Regional Softball tournament.
 Co-hosted Collegiate Sand Volleyball Championship.
 Co-hosting Art Market with the Gulf Coast Arts Alliance.
 Acquired donation to fund Christmas performance free to the public.
 Opened and managed City Store - \$35,000 in sales year one.
 Implemented volunteer recognition program.
 Prepared and produced Mayor's Strategic Vision Plan and community events.
 Acquired \$10,000 funding from Chamber Tourism Committee for Art on Parade program.
 Launched Turtle Tracks Art on Parade program.
 Successfully operated City Store at the National Shrimp Festival.
 Successfully hosted the AHSAA State Track meet.
 Renovated Cultural Center auditorium and gymnasium for rental use.
 Developed fee structure, use and guidelines for Cultural Center Gymnasium and Auditorium.
 Co-hosted Halloween event with the Gulf State Park.
 Renovation of the building on the corner of 59 and clubhouse creating an information hub for the City.

Department: Recreation and Cultural Affairs

Division: Special Events & Programs

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees.”*

Goals:

Expand and enhance programming and events

Expand and enhance programming and events

Maximize use of all rental facilities

Improve customer service

Objectives:

Increase quality of events and performances.

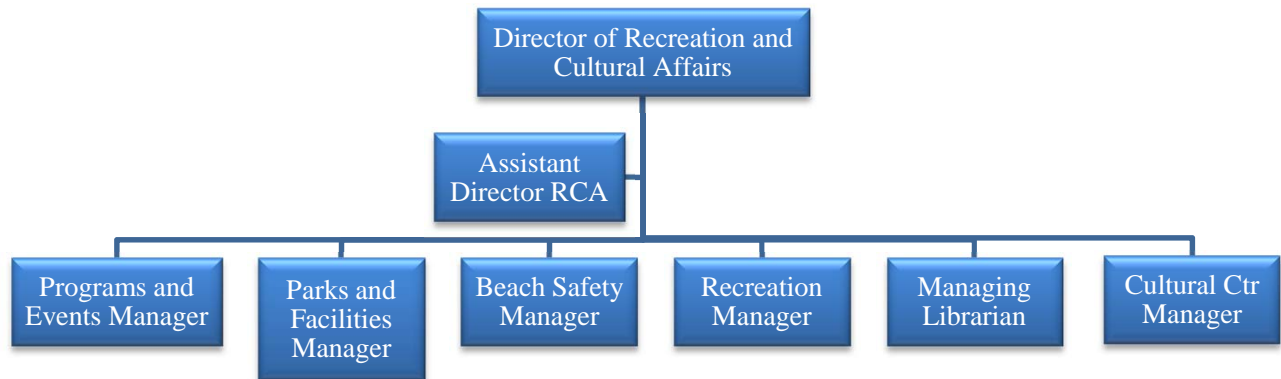
Enter into co-operative relationships with local and state arts council groups to support the growth of cultural events and programs offered to youth and adults.

Focus on the wants and needs of senior adults to stay on the forefront of providing programming which exceeds expectations. Create Holiday events and celebrations for the Waterway Village District on a quarterly basis.

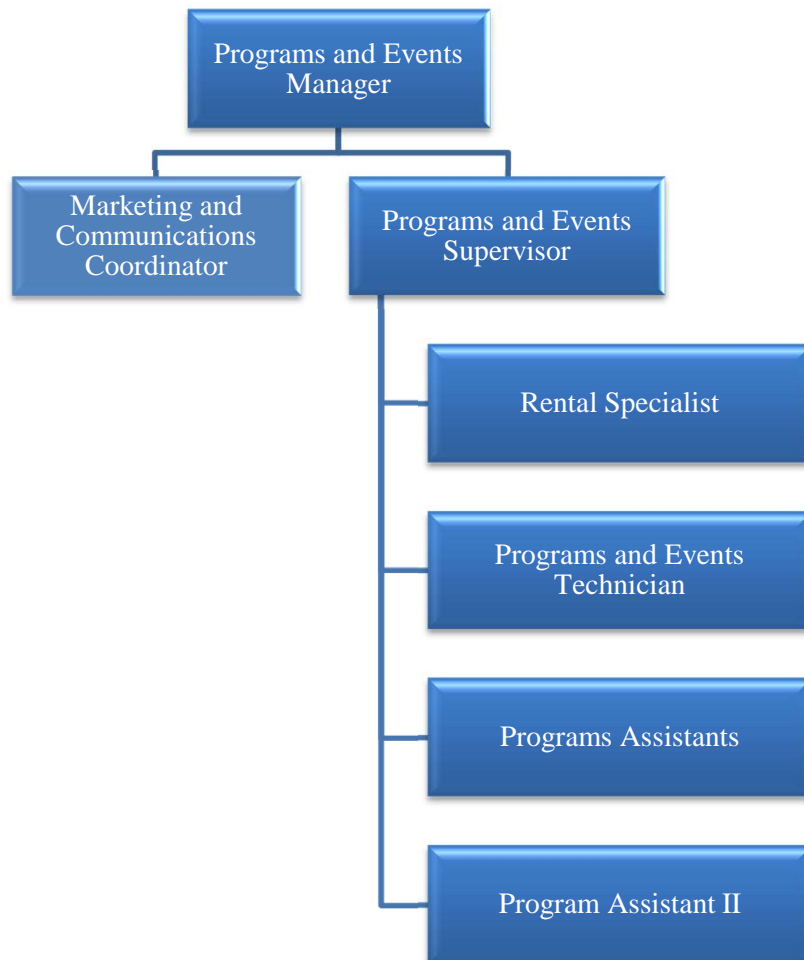
Ensure aesthetics, service, equipment and supplies remain at the highest and best standard to support quality events at all facilities. Community, business, civic, and citizen outreach to promote rental and use of facilities.

Utilize newly renovated building, Beach House Information Center to sell merchandise, provide information on City Services, maps, public safety, ticket sales and registration all at one convenient location.

RECREATION & CULTURAL AFFAIRS ORGANIZATIONAL CHART



SPECIAL EVENTS AND PROGRAMS DIVISION ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

LIBRARY	2012	2013	2014	2015	% Change	2016
	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	Projected
Expenditures						
Personnel	400,023	427,010	439,131	480,492	9%	490,102
Operations	89,639	93,820	96,165	95,665	-1%	96,165
Library Total	489,662	520,830	535,296	576,157	8%	586,267

Library Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Managing Librarian	1	1	1	1
Library Assistant Senior	4	4	4	4
Library Assistant	0	1	1	1
Reference Librarian	1	1	1	1
Museum Coordinator	1	1	1	1
Part-Time:				
Library Assistant	3	2	2	2
Total Personnel:	10	10	10	10

Mission Statement:

The mission of the Thomas B. Norton Public Library is to acquire, organize, and provide access to a carefully selected collection of materials and services for the people of Gulf Shores and its visitors. The library service will aid the community in fulfilling educational, social, cultural, and recreational needs. The library staff will provide courteous and helpful service to all people.

Major Accomplishments:

Managing Librarian appointed Chair of Public Library Directors' Council of Alabama.
Managing Librarian appointed Convention Chair for State Library Convention 2015.
Managing Librarian asked to speak on Strategic Planning at an event at the University of Alabama.
Supported staff development through staff meetings, webinars, online training, and other classes.
Provided funding for Museum Coordinator to attend American Association of State and Local History Meeting.
Provided funding for two employees to attend State Library Convention in Huntsville.
Started a music series, Live @ the Library, to showcase the library's new patio.
Partnered with the High School to provide books for all the young people in their Teen Book Club.

Fundraising Efforts:

Friends of the Library Book and Bake Sale - raised \$2,600.
Missouri Snowbirds Trivia Contest - raised \$5,000 for the Friends of the Library.
Wells Fargo Grant for \$500 given to Friends of the Library to support Summer Reading Program.

Department: Recreation and Cultural Affairs

Division: Library

Library Major Accomplishments Continued:

Partner with the Tennis Center to provide painting classes for adults.

Books at the Beach-providing free books and information at the public beach.

Partner with the Police Department for National Night Out.

Information Literacy Series featuring computer basics, job search skills, database search, and online research, and e-reader classes for the public and staff.

After School Program for cultural center children.

Book Club for Adults. Art Camp for kids. Story-time outreach to local daycare facilities.

Summer Reading Program and weekly pre-school story-time.

Christmas Open House at the library and museum.

Winter Film Series at the library and museum.

Revolving Local Artist Showcase display using library spaces.

Young Adult Summer Reading Program - Partnered with the museum to offer activities for age group.

Coffee Talks - Opportunities for authors and other subject specialists to come talk.

Priority: To protect the quality of life for all residents and the high-value experience for our visitors

Goals:

To provide excellent service to the public through a well-trained staff.

To provide outstanding library services for children and students.

To provide exceptional library services to adults.

To provide patrons with improved access to technology.

To pursue supplemental funding to promote goals I-IV.

Objectives:

Provide funding for all staff members to attend the Alabama Library Association Convention in Fairhope.

Support training through Webinars and other online services at little detriment to the budget. Provide funding for Museum Administrator attend genealogy & archival technologies training.

Ensure every employee has at least one training opportunity.

Support educational goals for Technical services staff member currently pursuing degrees. Strive to achieve Gold Star Standards Award as indicated by ALLA.

Build children's and young adult programming with museum.

Continue story times off-site at local daycares. Continue the Homework Help program with students from the Cultural Center.

Apply for a State Level Standards Award.

Support the activities of and participation in the Teen Book Club.

Foster interdepartmental programming to increase utilization of programs by specific demographics.

Continue to review and update web-based resources available to library patrons both in the library and at home.

Enlarge offering of eBooks for patrons to download.

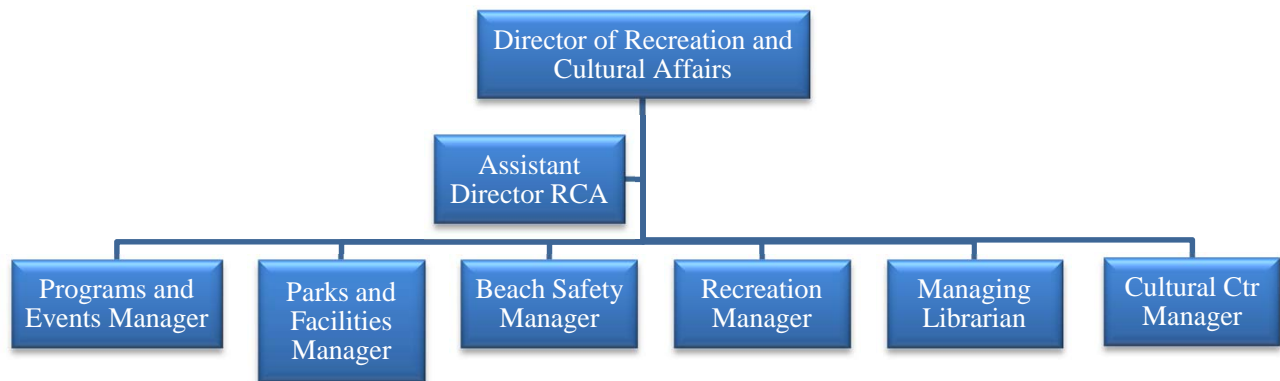
Continue to provide workshops for the public on the use of e-readers and other emerging technological devices.

Analyze the need for interactive digital displays in the Museum and install where needed.

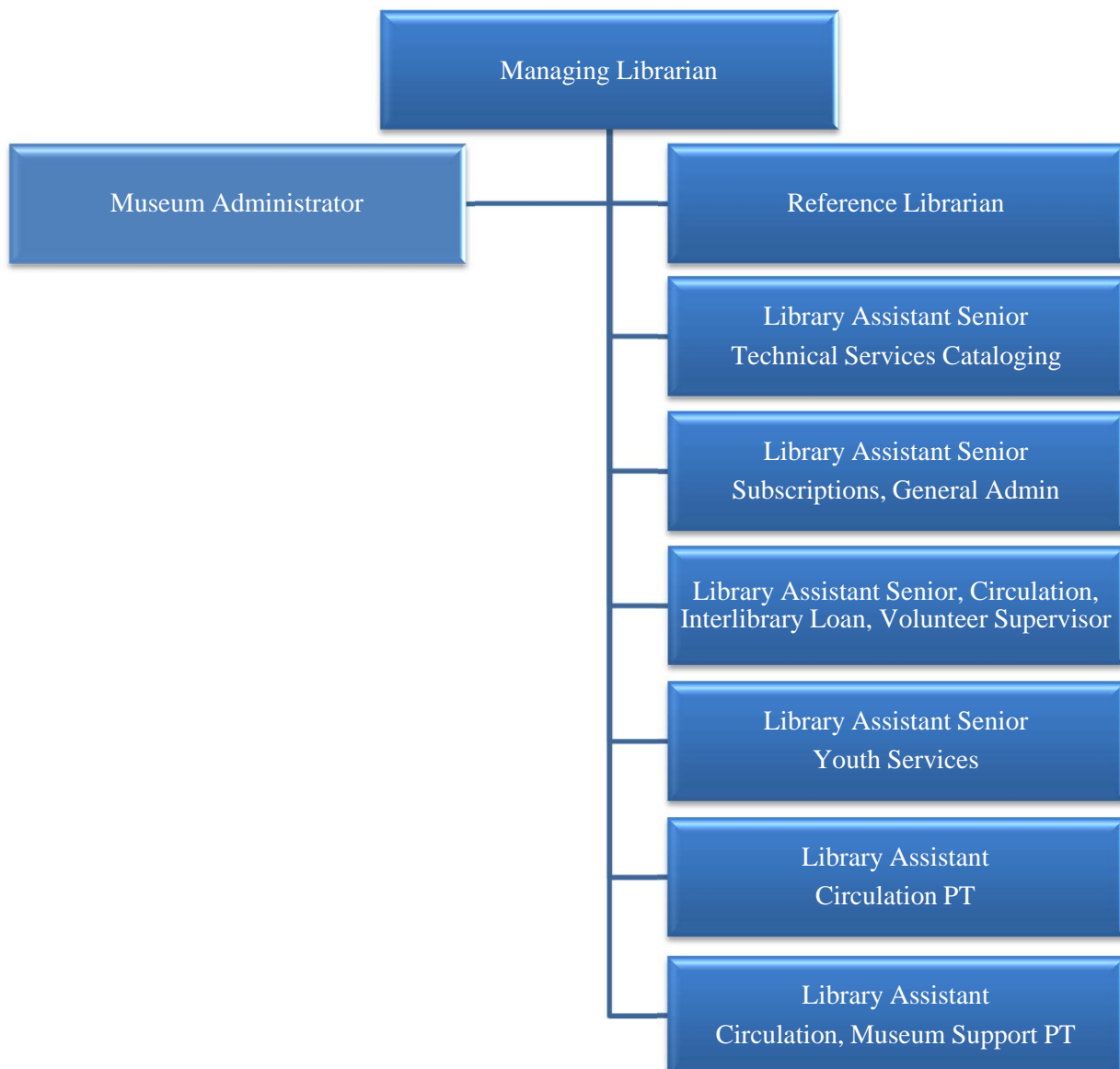
Review the needs created by the establishment of new goals and approach Friends of the Library group to fund specific projects.

Participate in Trivia Night sponsored by Missouri Snowbird Club.

RECREATION & CULTURAL AFFAIRS ORGANIZATIONAL CHART



LIBRARY ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

RECREATION			2014	2015	% Change	
BODENHAMER CENTER	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	1,113,944	1,132,582	1,182,634	1,014,774	-14%	1,088,554
Operations	424,194	445,135	452,383	368,227	-19%	445,383
Capital Outlay	0	0	162,000	15,000	n/a	0
Recreation Center Total	1,538,138	1,577,717	1,797,017	1,398,001	-22%	1,533,937

Recreation Center Personnel

	2011	2012	2013	2014
Position	Actual	Actual	Budget	Adopted
Recreation Manager	1	1	1	1
Center Supervisor	0	0	0	0
Maintenance Worker, Senior	1	1	1	1
Maintenance Worker	1	1	1	1
Athletic Coordinator, Sports	1	1	1	1
Athletic Coordinator, Tennis	1	1	1	1
Athletic Coordinator, Aquatics	1	1	1	1
Lifeguard II	2	1	2	2
Administrative Asst II	1	1	1	1
Fitness Attendants	1	1	1	1
Customer Service	0	1	1	1
Total Personnel:	10	10	11	11

Part-Time:

Recreation Assistant	10	9	9	9
Life Guards	10	10	9	9
Customer Service Rep.	5	4	4	4
Programs Assistants	5	5	0	0
Fitness Assistants	2	2	2	2
Total Part Time Personnel:	32	30	24	24

Major Accomplishments:

Completed locker room renovation and upgrades.

Utilized the renovated pool building to use for youth programs, meeting space and party rentals.

Increased visits, revenue and program participation at the Bodenhamer Recreation Center.

Increased participation in aquatic programming including daily visits, swim team, group/private lessons and water aerobic classes.

Successfully completed first year of Silver Sneakers program.

Added fitness oriented activities to Bodenhamer Center to meet demand and generate additional revenue.

Tennis program gained growth through establishing a relationship with GS Elementary school and teaching tennis in their PE classes. This increased not only participation, but public awareness of our program.

Department: Recreation and Cultural Affairs
Division: Recreation Bodenhamer Center

Major Accomplishments Continued:

Made additions to our special activities and events at the George C. Meyer Tennis Center to enhance our tennis program offering.

Offered and filled all fall Adult and Junior Tennis Classes.

Successfully hosted over 7,000 spectators and swimmers at approximately 13 swim meets.

Growth of our Youth Soccer Program by 30% in one season.

Growth of our Adult Softball Program by 40% in one season.

Developed and built upon athletic partnerships with the University of West Alabama and Challenger Sports.

Continue to grow memberships and program participation.

Improved and expanded aquatic events with Cardboard Boat Regatta, Dive-In Movies, Aqua ZumbaThons, etc.

Held two Health and Wellness Fairs and 4 Healthy Living Classes with over 20 different vendors that offered numerous free health screenings for the public.

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees.”*

Goals:

Strengthen and build work relationships with Gulf Shores schools and local community members

Incorporate environmentally friendly fixtures and features into our programs, facilities and grounds

Enhance existing programs and offer contemporary new offerings to our community and patrons

Increase participation and revenues for membership, athletics and other programs

Build staff leadership on all levels

Objectives:

Establish meetings and visit schools to discuss programs and how we can improve
Evaluate existing programs together as groups to offer more and better programs
Become more involved and increase presence at community events and school athletic programs

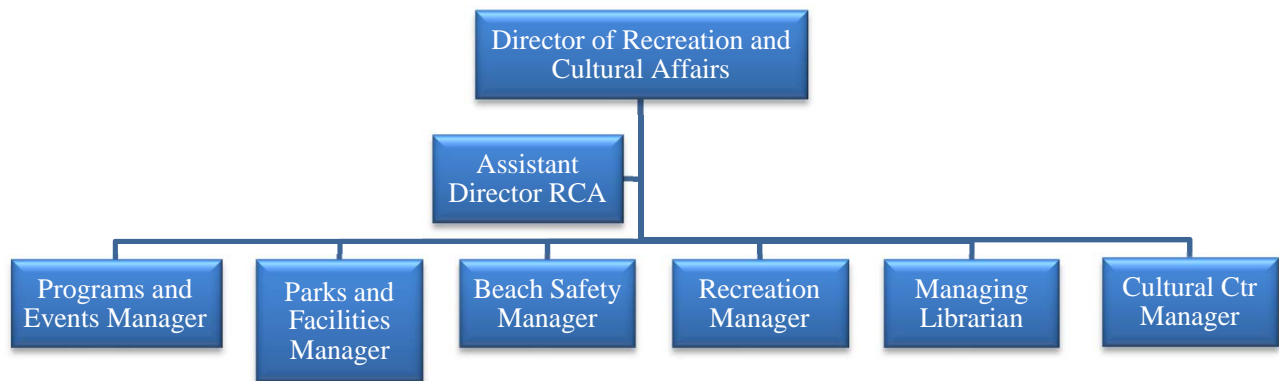
To place recycle containers throughout all areas to provide easy access to patrons
Incorporate additional bottle filling stations into our facilities
Encourage "green themed" promotions to increase awareness

Evaluate and adapt existing programs to meet evolving needs of the community
Train staff through continual education curricula to learn new trends in recreation
Research and develop new classes based on other successful programs

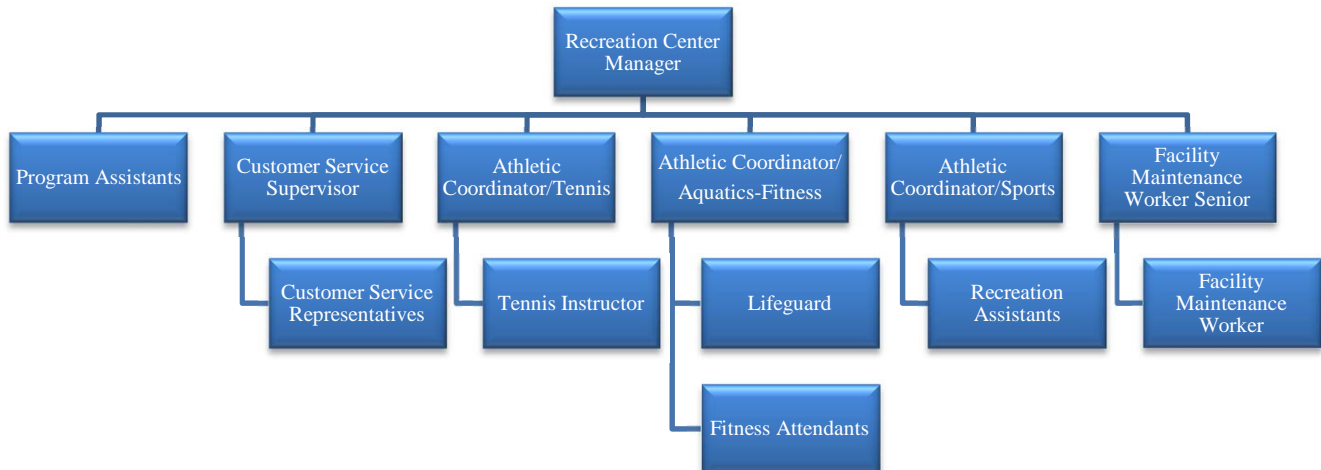
Implement new rate structure for memberships
Add private pool parties and other rentals
Offer additional athletic programs for youth and adults
Create a customer service based membership retention program
Hold more membership drives with incentives

Empower to build programs and implement ideas
Educate to generate confidence
Encourage interaction and communication

RECREATION & CULTURAL AFFAIRS ORGANIZATIONAL CHART



RECREATION ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

RECREATION SPORTSPLEX

	2012	2013	2014	2015	% Change	2016
	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	Projected
Expenditures						
Personnel	538,401	550,209	532,252	637,538	20%	547,252
Operations	346,707	332,858	383,984	382,584	0%	383,984
Capital Outlay	0	70,858	177,222	85,500	-52%	177,222
Sportsplex Total	885,108	953,925	1,093,458	1,105,622	1%	1,108,458

Sportsplex Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Manager	1	1	1	1
Crew Leader	1	1	1	1
Grounds Worker Senior	1	1	1	1
Sports Turf Specialist	0	0	0	0
Customer Service Rep	0	0	1	1
Grounds Worker	4	3	3	3
Total Personnel:	7	6	7	7

Part-Time:

Recreation Assistants	7	7	2	2
Total Part Time Personnel:	7	7	2	2

Major Accomplishments: (Same for Sportsplex and Recreation)

Successfully hosted major softball, baseball, and soccer events in conjunction with the Sports Commission, including USSSA Global World Series

Successfully hosted the NAIA National Track & Field Championships in 2014

Successfully hosted the AHSAA State Track Meet and Regional Softball Championship

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees.”*

Goals:

Expand the usage of the facilities to increase revenue and exposure to the area

Enhance the landscaping and maintenance of the parks and City facilities

Objectives:

Continue efforts with the Sports Commission
 Improve our service to the patrons

Expand maintenance duties of parks division

Organizational Chart Note: The Sportsplex and Parks & Facilities have the same org chart that will be shown on the next page.

The City of Gulf Shores, Alabama

Fiscal Year 2015 Budget

RECREATION PARKS

	2012 Actual	2013 Actual	2014 Amended Budget	2015 Council Adopted	% Change 2014 to 2015	2016 Projected
Expenditures						
Personnel	247,892	196,240	247,067	251,048	2%	289,067
Operations	126,885	126,632	154,191	154,291	0%	154,291
Capital Outlay	46,973	0	0	45,500	n/a	0
Parks Total	421,750	322,872	401,258	450,839	12%	443,358

Parks Personnel

	2012 Actual	2013 Actual	2014 Budget	2015 Adopted
Position				
Manager	0	0	0	0
Crew Leader	1	1	1	1
Grounds Worker	4	5	5	5
Total Personnel:	5	6	6	6

Major Accomplishments:

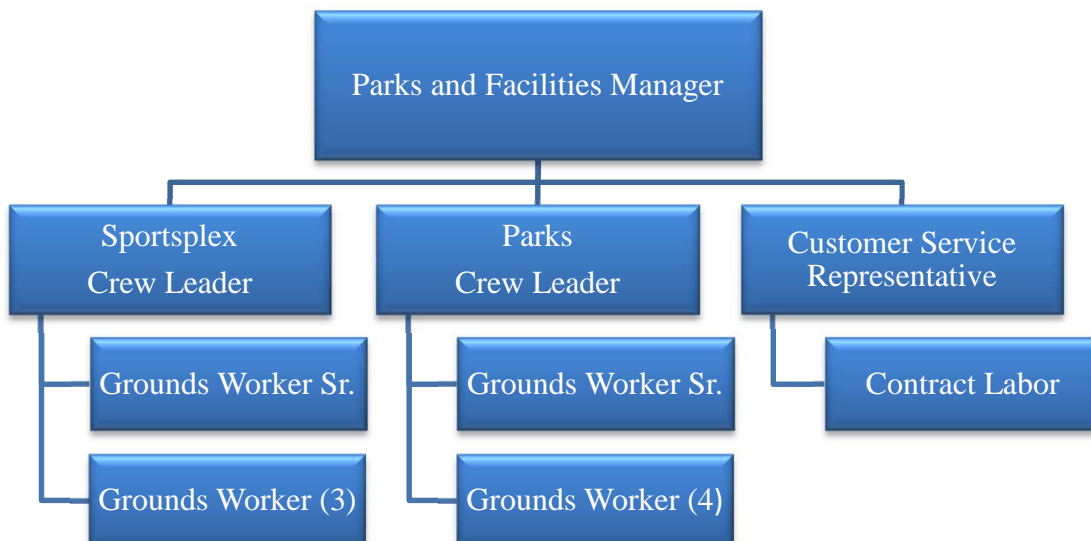
Improved Meyer Park playground, added basketball court
 Added grass around pool area, successfully expanding the viewing area
 Added new sidewalks to tennis and pool building
 Constructed a new concession stand/restroom facility at Sims park

Core Value “We protect and enhance the quality of life for our residents, visitors and retirees”

Goals/Objectives

Proactively monitor facilities for safety. Enhance the landscaping and maintenance of the parks/facilities.
 Renovate sidewalks at kids park.

PARKS & FACILITIES ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

BEACH	2012	2013	2014	2015	% Change	
	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	2016 Projected
Expenditures						
Personnel	215,868	225,923	257,041	255,395	-1%	254,041
Operations	162,129	164,224	175,109	132,110	-25%	175,110
Capital Outlay	0	0	0	0	n/a	0
Beach Total	377,997	390,147	432,150	387,505	-10%	429,151

Beach Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Beach Safety Supervisor	1	1	1	1
Lifeguard II (part time)	1	0	0	0
Lifeguards (seasonal)	12	13	13	13
Total Personnel:	14	14	14	14

Major Accomplishments:

Successfully managed and operated paid beach parking by maintaining and repairing collection machines.
 Collected and deposited revenues without discrepancies.
 Operated within budget requirements set by City administration.
 Successfully enforced ordinances related to Beach, Boats and Waterways.
 Developed an environment that works for all employees by managing workplace diversity.
 Assisted National Weather Service in creating Rip Current Survey Monitoring Report.

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees”*

Goals:

Conduct water safety and environmental protection programs

Expand website information related to beach safety and beach patrol division

Manage workplace diversity

Reduce incidents of death and injury in the aquatic environment

Objectives:

Instruct community on water safety
 Teach recreational responsibility
 Environmental stewardship program

Provide and receive information and content

Recruitment and outreach
 Create partnerships
 Training

Public education
 Preventative action

BEACH ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

	2012	2013	2014	2015	% Change	2016
Cultural Center	Actual	Actual	Amended Budget	Council Adopted	2014 to 2015	Projected
Expenditures						
Personnel	0	0	250,402	301,797	21%	304,815
Operations	0	0	158,680	125,080	-21%	125,080
Capital Outlay	0	0	476,972	0	-100%	-
Cultural Center Total	0	0	886,054	426,877	-52%	429,895

Cultural Center Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Programs & Events Supervisor	0	0	1	1
Events Coordinator	0	0	1	2
Programs Assistant	0	0	3	4
Programs Assistant II	0	0	1	1
Programs Assistant (part time)	0	0	2	0
Total Personnel:	0	0	8	8

Cultural Center Functions:

To enhance the recreational and cultural services we provide to our community by expanding our youth outreach efforts and offering additional fitness classes, senior activities, athletics and cultural arts

Major Accomplishments:

Successfully developed and launched SPARC programming increasing summer participation by 30 .

Created core values and goals for SPARC programming:

Values - Participants will be encouraged to participate through personal choice. We will create an environment of caring, where participants will discover new viewpoints and attitudes through motivation, teamwork, communication, problem-solving, leadership and Character-building. Programs will promote positive interactions between the participants through engaging partner and two-person team activities.

Integrity, empathy and a sense of community will be promoted throughout every activity.

Goals - The City of Gulf Shores is committed to meeting and exceeding the needs and expectations of our residents, visitors and businesses. We are committed to preserving our city's family-friendly, small-town, safe atmosphere and beautiful natural surroundings, while providing the infrastructure and amenities necessary to support a sustainable, vibrant economy.

Renovated, furnished and decorated three buildings, creating the infrastructure for new programming, ADA, and health department compliance.

Started youth garden and orchard implementing composted and rain barrels in collaboration with parks and public works.

Outreach bringing Boys Scouts of America and 4H in to SPARC.

Department: Recreation and Cultural Affairs

Division: Cultural Center

Priority: *To protect the quality of life for all residents and the high-value experience for our visitors*

Goals

Develop use of new Cultural Center.

Expand use of Cultural Center
for new programs.

Objectives

Develop a long term plan with annual goals .
Research regional and national programming options
for youth, adults, and seniors.
Research existing area culture and educational
opportunities that could be grown via the new center.

Create focus groups with youth to develop fun educational
programs that include the interest of current times.
Create good practices for measuring the success of
programs getting input from the participants and the
community.

Cultural Center Organizational Chart



Public Works Department Functions:

The Public Works Department maintains the City's numerous public facilities, municipal buildings, public beaches, landscaping, City streets, City right-of-way, City vehicles and equipment and the City's stormwater systems. In addition, Public Works administers all municipal capital improvement projects, as well as reviews all commercial developments, multi-family developments and major subdivisions. The Department has five divisions including Custodial, Landscaping, Maintenance, Streets and General Services.

The General Services Division provides Public Works related administrative, inspection, and engineering services for the City. In addition, the General Services Division provides critical information to our citizens related to trash collection, residential garbage collection, recycling and other utility information.

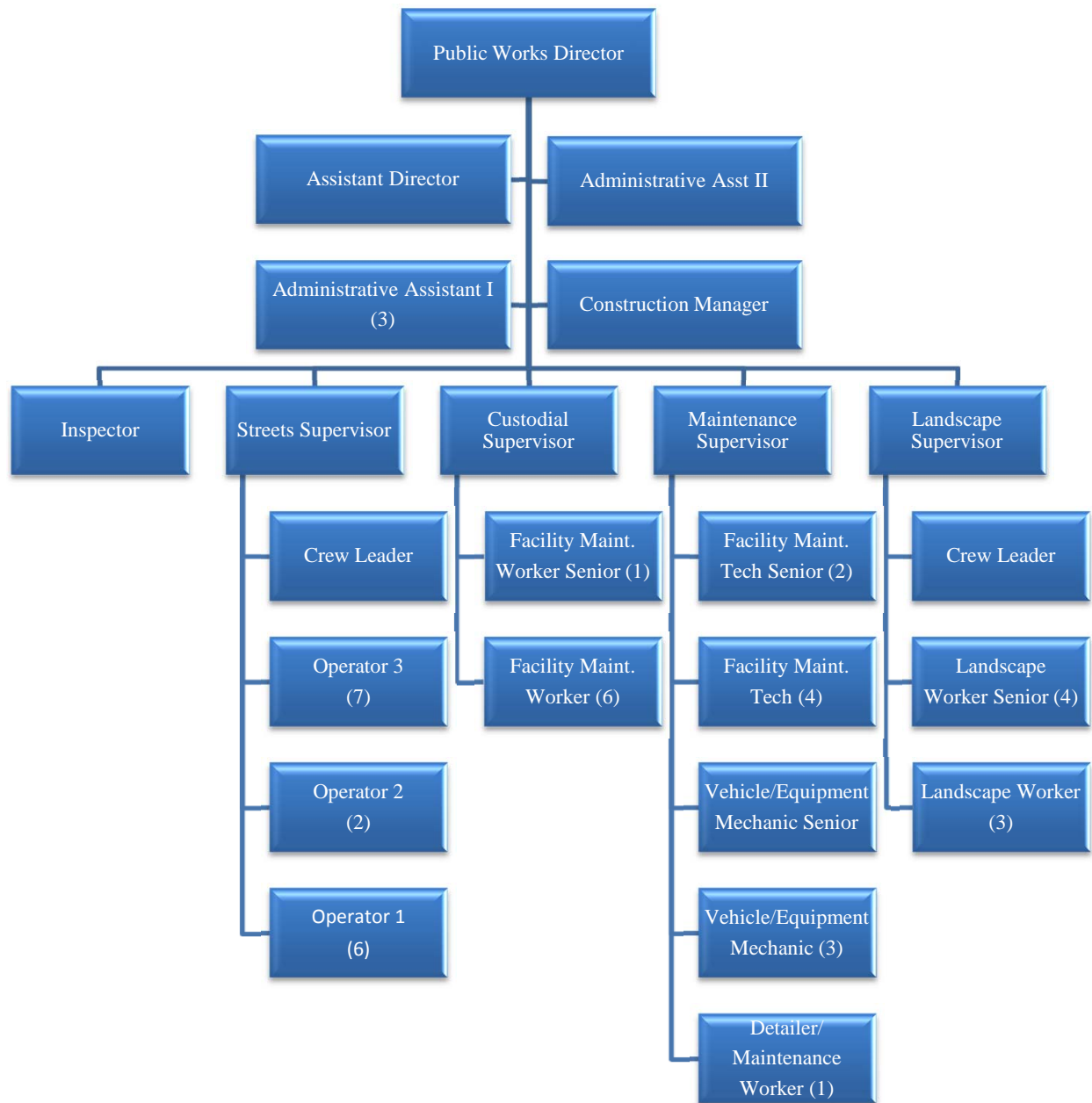
The Custodial Division has the task of keeping our municipal buildings clean. Additionally, they work hard in maintaining the cleanliness of all of our public beach facilities. The Custodial Division also provides critical support to other departments for large City-sponsored events including sporting events, concerts and group rentals.

The Landscape Division designs, installs and maintains all landscaping in the right-of-way and at all City facilities. In addition, the Landscape Division designs and installs irrigation and landscaping for many municipal projects including the new Annex, Gulf Place and the various City facilities. They also recently renovated a greenhouse for the local high school.

The Street Division takes on a variety of daily tasks including all right-of-way mowing, sign repair and maintenance, pothole repair, drainage maintenance, yard debris pickup, mosquito control, new culvert installations on single family residents, grading parking lots and dirt roads, litter pick up on the right-of-way, and street and beach sweeping. Thanks to the Streets Department our roadways are clean, parking areas are accessible, and our beaches are beautiful.

The Maintenance Division is responsible for both the new construction and remodeling of City facilities, monitoring and maintaining the daily mechanical operations that encompass all City buildings, vehicles and equipment, and monitoring and repairing traffic signals throughout the City. They are the force that keeps our City facilities running smoothly so that we can serve the public in the best way possible.

PUBLIC WORKS ORGANIZATIONAL CHART



The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PUBLIC WORKS			2014	2015	% Change	
GENERAL SERVICES	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	484,378	434,798	503,883	588,801	17%	594,689
Operations	50,981	50,224	59,450	54,370	-9%	54,370
Capital Outlay	46,974	0	0	0	n/a	0
General Services Total	582,333	485,022	563,333	643,171	14%	649,059
General Services Personnel:	2012	2013	2014	2015		
Position	Actual	Actual	Budget	Adopted		
Director	1	1	1	1		
Assistant Director	1	1	1	1		
Inspector	1	1	1	1		
Administrative Assistant	2	2	2	2		
Admin. Assistant (part time)	2	2	2	2		
Courier	1	1	1	1		
Construction Mgr (contract)	0	1	1	1		
Total Personnel:	8	9	9	9		

Major Accomplishments:

Implemented Responsive Traffic Signal Upgrades, completed Phase I of the Waterway District Improvements, kept roads and bridges open during emergency freeze, worked with City staff to obtain FEMA reimbursment for April flooding repairs, created Beach Recycling Program.

Developed plans and implemented renovations for the Cultural Center and Beach House.

Worked with ALDOT to develop long-term transportation improvement projects that will support the continued growth of businesses, residential, Gulf State Park, medical facilities, Waterway District and Education Campus.

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees.”*

Goals:

Continue to improve transportation infrastructure.

Continue annual infrastructure repairs.

Improve traffic flow on Hwy 59.

Develop business opportunities through infrastructure improvements.

Develop long-term infrastructure programs for Gulf Place and Little Lagoon.

Expand City-wide recycling programs.

Objectives:

Work with ALDOT to identify critical needs, develop costs, find funding, implement project.

Implement resurfacing and drainage projects.

Implement Adaptive Signals and Access Management to improve Hwy 59 Traffic.

Continue to develop the Waterway District and Industrial Park.

Work with Staff to develop project scope, costs, funding source and implement.

Create a recycling center, expand beach recycling program, accept glass, cardboard and electronics.

The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PUBLIC WORKS			2014	2015	% Change	
CUSTODIAL	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	353,712	405,858	450,226	515,461	14%	525,770
Operations	68,441	69,367	67,150	76,550	14%	76,550
Custodial Total	422,153	475,225	517,376	592,011	14%	602,320

Public Works Custodial Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Supervisor	1	1	1	1
Facility Maintenance Worker	4	6	6	6
Facility Maint. Worker, Senior	2	1	1	1
Total Personnel:	7	8	8	8

Major Accomplishments:

Provided Custodial services for over 50 major entertainment and sporting events without complaints.

Expanded scope of services to include Recreation Facilities.

Improved the moral and efficiency of staff through better time management.

Getting all work orders and detailed punch lists completed in a timely manner.

Core Value *“We protect and enhance the quality of life for our residents, visitors and retirees.”*

Goals:

To improve the cleanliness of all City facilities.

To respond to the added workload due to events and more facilities.

Be available for unexpected events.

Utilize environmentally safe products.

Objectives:

Schedule work with rental facilities, increase the checking of facilities, follow SOP's for each building.

Request a new employee, improve time management, spot-clean more frequently.

Communicate with other departments.

Try to stay informed of upcoming events.

Keep a positive attitude within your department.

Find "green" alternatives that meet FDA approval.

The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PUBLIC WORKS			2014	2015	% Change	
LANDSCAPE	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	492,874	520,534	544,163	536,227	-1%	541,589
Operations	130,530	124,506	123,650	131,600	6%	132,916
Capital Outlay	0	0	30,000	0	-100%	0
Landscape Total	623,404	645,040	697,813	667,827	-4%	674,505

Public Works Landscape Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Budget	Adopted
Supervisor-Horticulture	1	1	1	1
Crew Leader	1	1	1	1
Landscape Wkr Senior	1	2	3	4
Landscape Worker	6	5	4	3
Total Personnel:	9	9	9	9

Major Accomplishments:

Expanded Horticulture Academy Program by working with Dr. Rosado and new school staff.

Renovated landscaping at City facilities and provided landscaping assistance to Parks when they were committed to sporting events.

Developed and permitted landscape plans for City gateway signs when existing landscaping was inadequate.

Increased the maintenance of beds by utilizing contract labor.

Worked with school kids to grow annuals and Arbor Day trees.

Core Value *"We protect and enhance the quality of life for our residents, visitors and retirees."*

Goals:

Bike Trail Fort Morgan Road

Business Bed Renovation and Landscaping on Hwy 59

New Greenhouse at High School

Improve communication with other departments

Objectives:

Add rest stations and landscaping along bike trail and trim underbrush on Fort Morgan Road.

Re-landscape business beds along Hwy 59 S with donated palm trees to create "beach" theme.

Install new greenhouse at high school for Career Academy at High School and Middle School.

Work with other departments to determine scheduling of events and have landscaping ready.

The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PUBLIC WORKS			2014	2015	% Change	
STREETS	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	923,873	909,524	1,021,998	996,586	-2%	1,006,552
Operations	1,188,690	742,568	873,500	887,200	2%	823,500
Capital Outlay	156,081	115,950	593,047	158,000	-73%	745,047
Streets Total	2,268,644	1,768,042	2,488,545	2,041,786	-18%	2,575,099

Public Works Streets Personnel

	2012	2013	2014	2015	
Position	Actual	Actual	Actual	Adopted	
Supervisor-Streets	1	1	1	1	
Crew Leader	1	1	1	1	
Equipment Oper I	3	5	7	9	(2 Beach Funds)
Equipment Oper II	4	3	3	3	
Equipment Oper III	8	7	5	5	
Total Personnel:	17	17	17	19	

Major Accomplishments:

Expanded drainage maintenance and repair.	Improved street maintenance and sweeping.
Responded to winter freeze.	City wide debris removal after April flooding.
Started Beach Recycling Program.	Improved mowing and debris programs.
Assisted in dozens of special events.	Assisted in gateway sign installations.

Core Value *"We protect and enhance the quality of life for our residents, visitors and retirees."*

Goals:

Improve and maintain drainage Citywide.

Improve and maintain City streets.

Update and maintain City signage.

Streamline debris removal.

Maintain State & County approved mosquito control.

Improve and expand ROW maintenance (mowing).

Improve & expand ROW litter control.

Expand Beach Recycling Program.

Objectives:

Expand & upgrade equipment/personnel to meet growing demands.

Expand & upgrade to standards.

Train personnel to meet requirements.

Improve public service & education.

Improve & update training.

Expand to meet growing demand.

Include recycling of collected materials.

Expand to meet growing demand.

The City of Gulf Shores, Alabama
Fiscal Year 2015 Budget

PUBLIC WORKS			2014	2015	% Change	
MAINTENANCE	2012	2013	Amended	Council	2014 to	2016
	Actual	Actual	Budget	Adopted	2015	Projected
Expenditures						
Personnel	584,126	601,747	653,807	686,343	5%	700,070
Operations	492,254	453,251	526,550	539,500	2%	499,050
Capital Outlay	0	230,000	31,630	0	-100%	0
Maintenance Total	1,076,380	1,284,998	1,211,987	1,225,843	1%	1,199,120

Public Works Maintenance Personnel

	2012	2013	2014	2015
Position	Actual	Actual	Amended	Adopted
Supervisor Maintenance	1	1	1	1
Facility Maint Technician	4	4	4	5
Vehicle/Equipment Mechanic	4	4	4	4
Detailer/Maintenance Worker	1	1	1	1
Facility Maint Tech (Cult. Ctr)	0	1	1	1
Total Personnel:	10	11	11	12

Major Accomplishments:

The Maintenance division has successfully undertaken/completed several large renovation projects.

We have worked closely with General Services and Police to improve traffic flow during tourist season.

We have added a technician to keep up with the increased demands of facility repairs.

Core Value "We protect and enhance the quality of life for our residents, visitors and retirees."

Goals:

To maintain the quality of facilities.

Implement more energy saving programs.

Continue to support major City functions.

Develop an "in house" AC repair team.

Dedicate a Traffic Signal Technician to traffic lights.

Objectives:

Perform renovations and expedite repairs.

Explore and test new energy saving innovations.

Make permanent improvements to infrastructure to support events.

Train and certify staff in proper AC repair/maintenance.

Reclassify Mike Collins to Traffic Signal Technician.

CITY OF GULF SHORES, ALABAMA
EXPENDITURES BY CATEGORY
PROJECTED BUDGET YEAR ENDING DECEMBER 31, 2016

Department	Personnel	Operations	Capital	Debt Service	Transfers	Total
General Fund:						
REVENUES						34,059,375
Executive	702,876	428,351				1,131,227
Human Resources	236,136	75,227				311,363
Finance & Administrative Services	1,446,857	1,050,147				2,497,004
Municipal Court	353,944	13,545				367,489
Police	4,082,123	647,000				4,729,123
Fire & EMS	3,101,172	508,100				3,609,272
Community Development	328,183	113,000				441,183
Building	427,936	63,205				491,141
Recreation & Cultural Affairs	212,751	21,230				233,982
Special Events & Programs	423,422	365,050				788,472
Library	490,102	96,165				586,267
Recreation - Bodenhamer	1,088,554	445,383				1,533,937
Recreation - Sportsplex	547,252	383,984				931,236
Recreation - Parks	289,067	154,291				443,358
Recreation - Beach	254,041	175,110				429,151
Recreation - Cultural Center	304,815	125,080				429,895
Public Works - General Services	594,689	54,370				649,059
Public Works - Custodial	525,770	76,550				602,320
Public Works - Landscaping	541,589	132,916				674,505
Public Works - Streets	1,006,552	823,500	300,000			2,130,052
Public Works - Maintenance	700,070	499,050				1,199,120
Airport Authority	124,347					124,347
Appropriations		140,650				140,650
Transfers Out					9,502,862	9,502,862
General Fund Totals	<u>17,782,249</u>	<u>6,391,904</u>	<u>300,000</u>	<u>0</u>	<u>9,502,862</u>	<u>33,977,015</u>
Other Funds:						
Special Revenue						
2% Lodging Tax - Transfer Out					2,601,000	2,601,000
Designated Taxes - Transfer to GF					434,000	434,000
Impact Fees			300,000			300,000
Capital Projects Funds			2,115,000			
Beach Restoration & Projects			632,751			
Debt Service				3,657,862		3,657,862
Subtotal Other Funds	<u>0</u>	<u>0</u>	<u>3,047,751</u>	<u>3,657,862</u>	<u>3,035,000</u>	<u>6,992,862</u>
Grand Total	<u>17,782,249</u>	<u>6,391,904</u>	<u>3,347,751</u>	<u>3,657,862</u>	<u>12,537,862</u>	<u>40,969,877</u>

Forecast Summary:

Personnel and Operating expenses are projected to increase nominally from 2015 to 2016. Debt Service is projected to decline in 2016 by \$838,255 (new borrowing may replace). Capital expenses are projected to be \$2.8 million based on the 10 year capital plan, partially funded with borrowed funds.

Schedule 1
City of Gulf Shores
Operating Indicators by Function/Program
Past Ten Years

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General government										
Building permits issued	1,984	1,771	872	572	459	422	385	566	589	657
Building inspections conducted	8,774	9,902	8,222	3,172	1,763	1,065	1,016	1,263	1,570	1,951
Business Licenses issued*	-	3,901	8,677	7,566	7,083	7,491	7,554	10,016	10,281	9,795
Police										
Physical arrests	1,092	1,249	1,529	1,558	1,604	1,423	1,394	1,527	1,387	1,220
Traffic violations	2,180	1,603	1,726	2,008	1,858	1,268	1,484	1,641	1,824	1,997
Officers	30	32	36	35	40	39	39	41	43	43
Fire										
Emergency responses*	-	-	-	-	2,108	2,280	2,307	2,790	2,785	2,980
Fires extinguished*	-	-	-	-	59	52	30	70	92	78
Inspections*	-	-	-	-	413	335	467	920	1,071	850
Full time staff*	17	17	24	36	48	39	42	43	43	43
Part time staff*	-	-	-	-	6	-	-	-	-	-
Volunteer Firefighters*	-	-	-	-	17	17	8	8	8	10
Public Works										
Street resurfacing (linear feet)*	17,779	-	50,020	-	12,491	-	19,380	-	-	16,421

*Information not available for prior year(s)

Schedule 2
City of Gulf Shores
Capital Asset Statistics by Function/Program
Past Ten Years

Function/Program	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Police Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations	3	3	3	4	4	4	4	4	4	4
Parks and recreation*										
Football/Track Stadium					1	1	1	1	1	1
Softball fields					2	2	2	2	2	2
Baseball fields					13	13	13	13	13	13
Soccer field					1	1	1	1	1	1
Parks					8	8	8	8	8	8
Tennis Courts					18	18	18	18	18	18
Basketball Courts					2	2	2	2	2	3
Swimming Pool					1	1	1	1	1	1
Gymnasium					1	1	1	1	1	2
Transit - minibusses					5	5	5	5	5	5
Public Works										
Maintained Streets (miles)	58.8	60.8	61.9	62.9	63	64	65.05	67.22	69.27	70.35
Traffic Signals*					24	24	24	24	24	24
Streetlights*					2,201	2,201	2,234	2,234	2,234	2,234

*Information not available for the prior years

Schedule 3
City of Gulf Shores
Population

Census Year	City of Gulf Shores
1960	356
1970	909
1980	1,349
1990	3,261
2000	5,044
2010	9,741
2011	9,982
2012	10,517
2013	10,765

Per Capita Income

	1979	1989	1999	2010	2012
Gulf Shores	7,761	17,414	24,356	28,522	24,919
State of Alabama	5,894	11,486	18,189	22,984	23,587

Median Family Income

	1989	1999	2010	2012
Gulf Shores	34,257	51,862	45,801	47,635
State of Alabama	28,688	41,657	42,081	43,160

Source: United States Bureau of the Census Quick Facts

Schedule 4
Unemployment Rates

	2013
Baldwin County	5.80%
Alabama	6.44%

Source: Alabama Department of Labor - data not available for the City of Gulf Shores, only Baldwin County

Schedule 5
City of Gulf Shores
Principal Employers

TOP TEN

Rank	Employer	Employees
1	LuLu's	465
2	Waterville	300
3	The Hangout	300
4	City of Gulf Shores	278
5	Gulf Shores Public Schools	246
6	Wal-Mart	238
7	Kaiser	165
8	Original Oyster House	150
9	Rouse's Enterprises	145
10	Brett Robinson	145

Schedule 6
City of Gulf Shores
Property Tax Levies and Collections (Unaudited)
Last Ten Fiscal Years

Fiscal Year	Taxes Levied for the Year	Taxable Property Assessed Valuation
2004	1,669,678	333,935,681
2005	2,391,170	478,235,060
2006	3,135,189	627,037,700
2007	4,331,916	866,383,116
2008	3,773,216	754,643,100
2009	3,176,680	635,336,040
2010	2,620,773	524,154,540
2011	2,437,167	487,433,360
2012	2,341,344	468,268,740
2013	2,391,709	478,341,860
		Levy Rate
State of Alabama		6.5 mills
City of Gulf Shores		5 mills
Baldwin County:		
General		5 mills
Schools		9 mills
Roads and Bridges		2.5 mills
Special School District		3 mills
Fire		1.5 mills
Health		.5 mills
Total		33 Mills

Property taxes are collected by Baldwin County. As of publication date, information for collections, subsequent years adjustments, and total collections to date requested but not yet received from Baldwin County.

Schedule 7
City of Gulf Shores
Principal Property Tax Payers
Current Year and Ten Years Ago

<u>Taxpayer</u>	2014			2004		
	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>
Baldwin County EMC	\$ 5,110,300	1	18.72%	\$ 6,833,980	1	23.88%
The Links at Gulf Shores	4,459,420	2	16.34%	-		-
Colonial Realty Limited Partnership	3,881,280	3	14.22%			
Wal-Mart Real Estate Business	2,627,480	4	9.63%			-
Beach Place Development	2,254,760	5	8.26%			-
Target Corporation	2,066,200	6	7.57%			
21300 Sweetwater LLC	1,814,160	7	6.65%			-
Gulf Shores Riviera LLC	1,749,680	8	6.41%			-
Seawind Development Co. LLC	1,676,440	9	6.14%			-
Waterville USA Inc	1,652,220	10	6.05%			
East Beach Development LLC	-		-	3,430,400	2	11.98%
Inn at Gulf Shores Ltd.	-		-	3,060,860	3	10.69%
Crystal Shores LLC	-		-	2,818,000	4	9.85%
Howard Resort Inns, Inc.				2,806,900	5	9.81%
Young's LTD	-		-	2,353,780	6	8.22%
Craft Development Corporation	-		-	2,263,060	7	7.91%
Honours-Peninsula Golf Club LLC	-		-	1,852,460	8	6.47%
Meyer Properties LLC				1,606,440	9	5.61%
Waterville USA Inc	-		-	1,596,840	10	5.58%
Total	<u>\$ 27,291,940</u>		<u>100.00%</u>	<u>\$ 28,622,720</u>		<u>100.00%</u>

Source: Baldwin County Revenue Commissioner's Office.

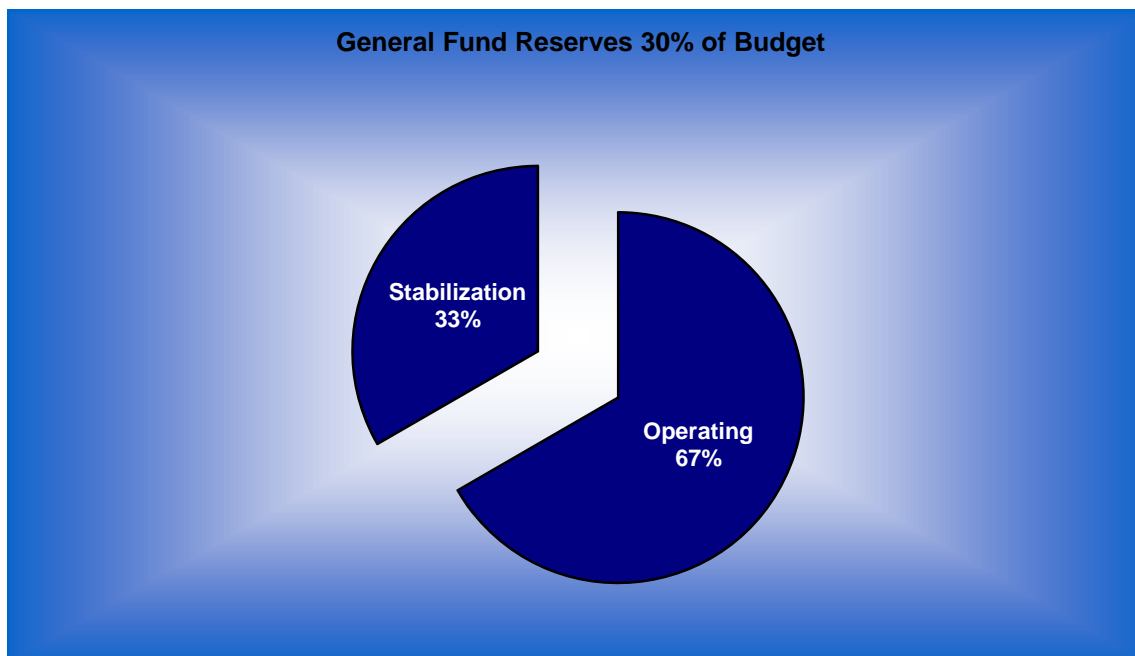
**CITY OF GULF SHORES
FINANCIAL POLICIES
DECEMBER 2014**

FINANCIAL PLANNING POLICIES

Fund Balance Reserve Account – Stabilization and Operating Funds

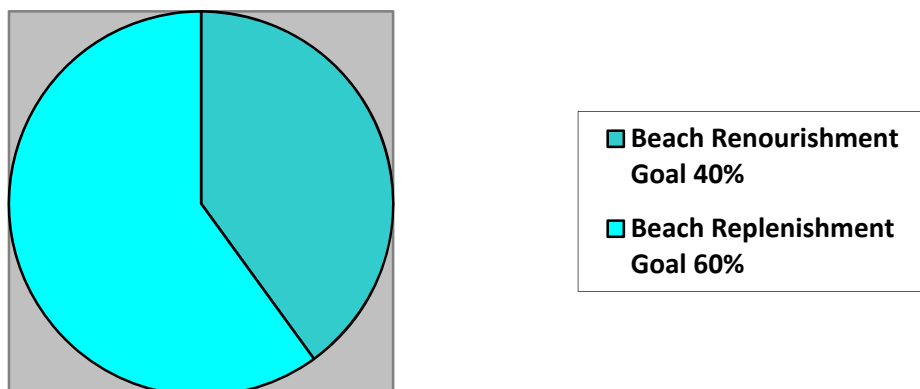
The City of Gulf Shores will build through prudent financial management a cash reserve equal to thirty percent of the General Fund Operating Budget. The General Fund Stabilization Reserve will enable the city to withstand fluctuations in tourism revenue streams related to the nearby travel industry and provide a stabilized fiscal environment to maintain and enhance bond ratings allowing the city to borrow at competitive rates. Of the thirty percent General Fund reserves, two-thirds will be maintained as an Operating Reserve to enable the City to continue operations in the event of an emergency or disaster until other funds may be received.

The City of Gulf Shores will maintain risk management reserves to provide for liabilities incurred for workers' compensation claims, other retained employee benefits, and claims not otherwise addressed in this policy statement. It is the policy of the City to maintain a General Fund Reserve at a minimum of 25% of General Fund Expenditures with a target of 30% of General Fund Expenditures in order to offset fluctuations in revenue streams related to the tourist industry. Additionally, the General fund balance protects the City from having to reduce service levels or raise taxes and fees due to temporary revenue shortfalls, economic downturns or unpredicted one-time expenditures for emergencies or disasters. For 2015 the total General Fund Reserves target is \$9,703,716 equivalent to thirty percent of the \$32,345,719 budget. Operating reserves target for 2015 is \$6,501,490 (2/3's of target) and Stabilization Funds target is \$3,202,226 (1/3).



A Beach Replenishment Reserve Fund target of twenty-five percent of the General Fund budget for 2015 would be \$8,086,430.

Beach Reserves Goal 25% of Budget



Operating/Capital Expenditure Accountability

Actual expenditures to budget are compared on a monthly basis. The City Council Finance Committee receives a summary report quarterly of revenues and expenditures compared to budget and the City Administrator receives a detailed report monthly. Department heads are responsible for monitoring their own division(s) budget(s) and should notify the City Administrator should their departments be in jeopardy of overspending budgeted funds. Justification may be made or, due to unforeseen emergencies/contingencies, amendments to the budget will be prepared for City Council consideration. Departmental heads with budgets overspent at the end of the year will be counseled by the City Administrator to take action to prevent future over-expenditures from occurring. The City Administrator informs the Council of measures taken by the departments.

The City of Gulf Shores major expenditures for the most recent fiscal year distribution by category are: Public Safety (Police, Fire and Court) 29% of expenditures; Operating Transfers for Debt Service at 26%; Public Works at 16%; Recreation and Cultural Affairs 16%; and City Hall (Executive, Human Resources, Finance and Administration) at 10%. Building and Planning and Zoning comprise 2% of General Fund expense.

The following table and graph are expenditures by category compared to budget for the most recent fiscal year end 2013.

General Fund Departmental Budget to Actual 2013

	Budget	Actual	% of total
Executive	946,412	860,276	3%
Finance and Administration	2,561,290	2,165,264	7%
Rec & Cultural Affairs	4,952,135	4,675,141	16%
Police & Municipal Court	5,299,108	5,419,661	18%
Fire & EMS	3,322,263	3,321,777	11%
Planning & Zoning	425,881	383,415	1%
Building	402,297	419,182	1%
Public Works	5,355,487	4,658,325	16%
Outside Agencies	200,000	199,758	1%
Operating Transfers (Debt Service)	6,838,692	7,794,871	26%
Capital	<u>0</u>	<u>36,700</u>	0%
Total	30,303,565	29,934,370	100%

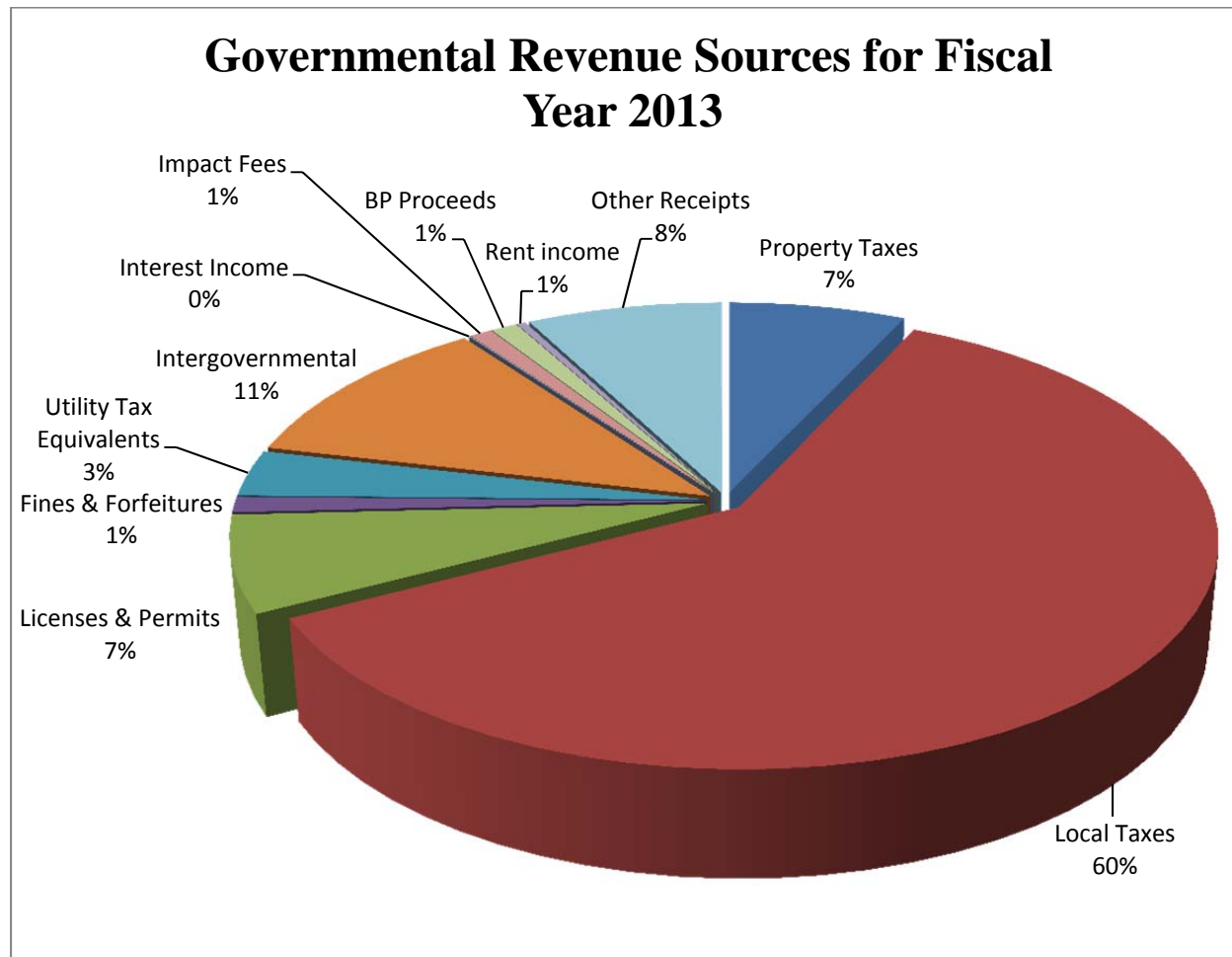
Exhibit 2: General Fund Departmental Budget to Actual 2013



REVENUE POLICIES

Revenue Diversification

The City of Gulf Shores has a wide variety of revenue streams that fund City General and other operations. The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other fund accounts. Property taxes comprise approximately seven percent of General fund revenues. Local Taxes are about sixty percent of General Fund Revenues. Licenses and Permits are roughly seven percent of General Fund Revenues. Other City tax revenues include Fines/Forfeiture at one percent; Business License Fees at six percent; Intergovernmental Income at eleven percent; and Other Receipts/Financing Sources at eight percent. The City of Gulf Shores is heavily dependent on local taxes primarily from tourism as the main source of revenue. If a downturn is experienced in one area, contingency plans will be implemented to reduce revenues and increase transfers from permissible funding sources until funding levels have stabilized. The graph that follows shows revenue collections by type for the most recent fiscal year 2013.



The City of Gulf Shores has no other major governmental funds other than the General Fund.

The City of Gulf Shores has no major enterprise funds in 2014. In 2015 the Beach Fund will be an enterprise fund. Two non-major governmental funds exist for the City of Gulf Shores: special revenue and capital projects funds. The impact fees special revenue funds account for revenue sources that are legally restricted to expenditure for specific purposes. The capital projects funds account for the acquisition and construction of major capital facilities other than those financed by the general fund.

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

Fees and Charges

Inspection, Recreation, Police Fees and Charges are implemented to help offset the burden to the General Fund for services provided. Building Inspection Fees and Permits have been gradually increased in recent years in order to bring the City more up-to-date with neighboring jurisdictions fees and permit charges. Recreation fees are collected to help offset staff and operating expenses. Other fees are charged as permissible by state statute to cover copy and employee expenses.

EXPENDITURE POLICIES

Debt Capacity, Issuance, and Management

There are currently debt service payments in the General Fund Budget for General Obligation Bonds currently outstanding. There is a state statutory debt limitation of 20% on the amount of General Obligation Bonds which could, upon voter approval, be issued in the future. Future bond issues will rely on dedicated revenue streams from the project itself to cover. The City will utilize various excise taxes and sources other than property taxes to make such contract payments. For 2015 City debt service is 10% of total expenditures.

Bond issues should, generally, be scheduled to level annual debt service requirements so that cash flow requirements are generally level and borrowing costs are minimized. The City will constantly seek to maintain and improve its municipal bond ratings issued by the appropriate nationally recognized rating agencies in New York City. With each bond offering and annually as required, the City will disclose its financial position and fiscal management policies to such rating agencies and the applicable municipal bond insurance companies.

In December 2013 Standard and Poor's Ratings Services raised its rating on Gulf Shores general obligation (GO) debt to 'AA' from 'AA-.' The rating reflected the application of Standard and Poor's new GO criteria. The rating also reflected Standard and Poor's assessment of the City's overall financial condition including strong liquidity. Management conditions were rated as strong, with good financial practices. General fund reserves above 50% of expenditures had been recognized for the past several years.

A summary of the City's bond ratings for outstanding long-term General Obligations (GO) is as follows:

	<u>BOND RATING</u>		
	Final Payment	Moody's	S&P
2005-C GO Warrant	12/15/2015	Aaa/A1	
2006-A GO Warrant	12/15/2017	Aaa/A1	
2006-B GO Warrant	12/15/2025	Aaa/A1	
2008-A GO Warrant	12/15/2028	Aaa/A1	
2012 GO Warrants	4/ 9/2015	Not rated*	
2012 B GO Warrants	8/16/2015	Not rated*	
2012 C GO Warrant	12/15/2025	Aa2	AA-*
2012 D GO Warrant	12/15/2021	Aa2	AA-*

*2012 and 2012 B not rated due to small issue size and short duration. Warrants 2012 C & D raised to AA by Standard & Poor's December 2013.

Debt Capacity

The Constitution of Alabama provides that municipalities having a population of 6,000 or less may not become indebted in an amount in excess of twenty percent (20%) of the assessed value of the property situated therein, except for the construction of or purchase of waterworks, gas or electric lighting plants or sewerage, or for the improvement of streets, for which purposes an additional indebtedness not exceeding three percentum may be created; provided this limitation does not affect (a) temporary loans to be paid within one year, made in anticipation of the collection of taxes, not exceeding one-fourth of the annual revenues of the city, (b) indebtedness incurred for the purpose of acquiring, providing or constructing sanitary or storm water sewers or street or sidewalk improvements, the cost of which, in whole or part, is to be assessed against the property drained, served or benefited by such sewers or abutting such improvements or (c) indebtedness incurred for the purpose of acquiring, providing or constructing school houses, provided that there shall be pledged for payment of the principal of and interest on such obligations a tax which the governing body of such municipality, shall have determined, upon the basis of the revenues from such tax, will be sufficient to pay said principal of and interest at their respective maturities. Additionally, the chargeable indebtedness is, under State law, reduced by the amount of sinking funds held for payment thereof.

The total assessed value of the property according to the Baldwin County Revenue Commissioner's Office in the City as assessed for City taxation for December 31, 2014 was \$499,994,940 resulting in a debt limit of \$99,998,988.

The City's total principal amount of indebtedness at December 31, 2014 will be \$38,016,672. Based on the debt limit of \$99,998,988, the City could hereafter issue up to approximately \$61,982,316 of indebtedness, subject to the constitutional debt limitation. The maximum indebtedness subject to the constitutional debt limitation will increase (or decrease) with any corresponding increase (or decrease) in the assessed valuation of the City. Based on the 2010 population of the City of 9,741 the annual GO Debt per capita for outstanding debt was \$3,903. The GO Debt per capita number is down from the 2009 Original Financial Policy annual debt per

capita amount of \$10,136. The 2009 debt per capita amount was based on \$51 million in debt and 5,044 population size from the 2000 census. Through cost saving measures enacted by Council and a determination to reduce debt, the debt per capita has been reduced tremendously in the past five years.

Use of One-time and Unpredictable Revenues

Revenues that are unique to a particular year and considered one-time are not used for ongoing expenditures. Rather, the income is restored to the General Fund balance to cover any potential future revenue shortfalls. Only major revenue sources that are steady in nature and non-fluctuating are used for budgetary purposes.

Balanced Budget

The City of Gulf Shores will finance all current on-going expenditures with current recurring revenues. One-time revenue can be used to increase the undesignated fund balance or be used for one-time capital expenses without impacting service levels. The City of Gulf Shores makes every effort to avoid budgetary procedures that balance current expenditures through the obligation of future resources. Any year-end surplus should be directed to the undesignated fund balance and not be used to finance recurring expenses in the following fiscal year with the exception of one time capital purchases. All unencumbered operating budget appropriations lapse at year-end. Should it be determined that actual revenues may be less than the adopted budget, the elected body will be notified immediately, procedures put in place to reduce expenditures and a plan implemented to cover the potential loss in revenues. The elected body will also be notified if a deviation from a balanced operating budget is planned.

All Operating Funds are adopted during the annual budget process. Total anticipated revenues and other funding sources available must equal total estimated expenditures for each fund. The legal level of budgetary control is the department level, with the Council being the only body authorized to make amendments to the budget. Revisions that alter the total expenditures of any department or fund must be approved by the Mayor and City Council. Budgets for the governmental funds are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are legally adopted for the General Fund, each Special Revenue Fund and each Enterprise Fund. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

Budget Policies

Expenditures may not exceed the total budget for any department within a fund. Department heads and management personnel are directed to operate within budget limitations. Transfers between departments or funds or an increase in departmental appropriations or authorized positions shall require the approval of the elected body.

Enterprise Fund budgets will be self-supporting. Rates charged within such Enterprise budgets will be examined annually to determine their self-sufficiency. Every effort will be made to plan for long term price adjustments by suppliers of goods and services to the Enterprise funds.

The City of Gulf Shores will maintain a budgetary control system and will prepare on a monthly basis a summary report comparing actual revenues, expenditures and encumbrances with budgeted amounts.

The City of Gulf Shores will comply with all state laws applicable to budget hearings, public notices, public inspections, and budget adoption.

LONG-RANGE PLANNING

Capital Improvements

The operating budget will provide for adequate maintenance of capital equipment and facilities. Capital improvements should be financed from current revenues, but may be financed by debt instruments that provide for a payback period that does not exceed the life of the improvement. Once the City has borrowed for such improvements, debt service becomes a current expense to be covered by recurring revenue.

A ten year Capital Improvement Plan for Capital Outlay expenditures greater than \$5,000 will be submitted by each department during the budget process. A ten year Capital Improvement Program that determines the cash needs for Capital Projects will be submitted to the Finance Committee and the elected body for approval to determine future cash needs. Once the ten year Capital Improvement Program is approved by the Finance Committee, every effort will be made to budget for capital expenditures within the outlined program. Modifications to the ten year Capital Improvement Program will be submitted to the elected body on an annual basis.

The City will seek public and private grants, and other sources of revenue to fund projects included in the Capital Improvement Program.

Cash Management Policy

Funds for day to day operations, payroll, accounts payable and other immediate cash needs are maintained in Depository accounts. Holding accounts are maintained for investments not needed on an immediate basis. Maturity scheduling is timed according to anticipated needs. Maturity limitations depend on whether the funds being invested are considered short or long term funds.

Cash and Cash Equivalents

Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates. The City of Gulf Shores considers all highly liquid investments (including restricted assets) with a maturity of three months or less when purchased to be cash equivalents.

Deposits and Investments

State statutes authorize the City to invest in obligations of the U.S. Government and agencies of corporations of the U.S. Government; obligations of any state; obligations of any political subdivision of any state; certificates of deposit or time deposits of any national state bank or savings and loan which have deposits insured by the FDIC or FSLIC; prime bankers acceptances; and repurchase agreements.

Deposits are insured by the FDIC up to \$250,000. Funds in excess of \$250,000 are secured by the Alabama State Treasurer's Security for Alabama Funds (SAFE) Program, or are invested in Treasury Notes and/or Bills which are direct obligations of the United States and are not required to be secured by the FDIC or the SAFE Program.

Investments are reported at fair value. Short-term investments are reported at cost, which approximates fair value. Securities traded on a national or international exchange are valued at the last reported sales price at current exchange rates. Investments that do not have an established market are reported at estimated fair values.

Short-Term Interfund Receivables/Payables

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the non-current portion of interfund loans). All other outstanding balances between funds are reported as "transfers to/from other funds". Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances."

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

ASSET INVENTORY

On an annual basis all major capital assets are inventoried and the condition of the asset is assessed. Inventory is valued at cost, using the first-in, first-out method. The cost of governmental fund type inventory is recorded as an expenditure when consumed rather than when purchased. Prepaid items are accounted for using the consumption method. A prepaid item is recognized when a cash expenditure is made for goods or services that were purchased for consumption, but not consumed as of December 31.

Capital Asset schedules are prepared for the Comprehensive Annual Financial Report with the disposition of assets noted along with depreciation schedules for major capital items. The City of Gulf Shores undertakes and maintains an on-going viable Capital Outlay Program yearly because these costs in total are usually the heaviest in any budget document and the ongoing financial commitment is required to maximize the public's benefit. Proper scheduling of Capital Outlay, as well as levelized appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year. Capital Outlay appropriations help to maintain the current level of service, updates equipment/service standards and needs, and increases productivity in the work assignment areas.

Defining Terms

Glossary

A

ADEM: Alabama Department of Environmental Management. Lead Alabama State Agency for environmental issues.

Adopted Budget: Appropriation of funds approved by the governing body at the beginning of each fiscal year.

Ad Valorem Tax: Tax levied on the assessed value of real and personal property.

Amended Budget: The original adopted budget plus any amendments passed as of a certain date.

Appraised Value: The anticipated fair market value of property.

Appropriation: A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

Assessed Value: The value placed on property as a basis for levying taxes.

B

Bond: A certificate of debt issued by a government to finance a capital expenditure of other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.

Bond Rating: A system of appraising and rating the investment value of individual bond issues.

Budget: A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.

Budget Amendment: The increase, decrease, or transfer of appropriation requiring the approval of the governing body.

Budget Calendar: The schedule of key dates which the city follows in the preparation, adoption, and administration of the budget.

Budget Message: A general discussion of the proposed budget, presented in writing as part of the budget document. The message explains current budget issues compared to recent financial history and presents recommendations made by the governing body and City Administrator.

Budget Resolution: The official enactment by the Mayor and Council authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

Defining Terms

Glossary

C

CAFR: Comprehensive Annual Financial Report – a report compiled annually which provides audited detailed information on an organization’s financial status.

Capital Assets: Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

Capital Budget: A financial plan of proposed capital expenditures and the means of financing.

Capital Expenditures: Expenses or expenditures for non-consumable items or projects that have a useful life of one year or more and a unit cost of \$5,000 or more.

Capital Improvement Fund: Accounts for the acquisition and construction of major capital facilities.

Capital Improvement Program (CIP): A multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$5,000 or more per unit cost.

Capital Outlay: Expenditures for the acquisition of capital assets.

Cash Reserves: An account used to indicate that a portion of fund equity is legally restricted for a specific purpose or not available for appropriation or subsequent spending.

D

Debt Limit: The maximum amount of debt that can be legally incurred.

Debt Service: Costs associated with the interest, principal, or other expense payments related to bond issues or capital leases.

Disbursement: Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure or expense.

E

EMS: Emergency Medical Services – provided by the Fire Department.

Encumbrance: Funds that have been committed for disbursement for a specific purpose.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses requiring use of the net current assets, debt service, or capital outlays.

Expenses: Outflows or obligations of assets from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.

Defining Terms

Glossary

F

Fines & Forfeitures: Revenue received from court bond forfeitures and authorized fines such as library and parking violation fines.

Fiscal Year: The twelve month period for which an organization plans the use of its funds. Gulf Shores fiscal year is the same as the calendar year – January 1 to December 31st.

Fixed Asset: Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

Franchise/Utility Tax: A tax based upon a legal agreement between Gulf Shores and another entity (often a private company) to provide a service or product in the community.

Fund: A fiscal and accounting entity with self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective.

Fund Balance: The difference between total revenues and total expenditures since the fund was created. Fund balance can be designated (reserved for a specific purpose) and/or undesignated (available to be used with proper authorization).

G

GAAP: Generally Accepted Accounting Principles – guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

GFOA: Government Finance Officers Association. Internationally recognized association headquartered in Chicago, Illinois, with awards programs for audit and budget programs meeting set criteria.

GO Warrant: General Obligation Warrant (or bond). Debt payments are made from the General Fund Tax Collections.

General Fund: A fund used to account for financial resources and liabilities except those which are required to be accounted for in another fund.

Goal: A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

Governmental Fund: A fund category used to account for government's governmental-type activities. This category includes four fund types: general fund, special revenue fund, debt service fund, and a capital projects fund.

Grant: A contribution of assets from one organization to another to support a particular function or purpose.

Defining Terms

Glossary

H

Homestead Exemption: A tax relief whereby state law permits local governments to exempt a dollar amount or percentage of the appraised value of the qualifying resident.

I

Infrastructure: The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g. roads, bridges, water/sewer lines, public buildings).

Interest Income: Revenue generated from city investments.

J

K

L

Licenses and Permits: Fees collected for the issuance of licenses and permits such as business licenses and building permits.

M

Millage Rate: The property tax rate set by the County in Alabama per each \$1,000 of property.

Modified Accrual Basis: The basis of accounting under which transactions are recognized when they become both measurable and available.

N

O

Objective: A defined outcome following accomplishment of an established goal.

Operating Budget: Plans of current expenditures and the proposed means to finance. The operating budget contains appropriations for such expenditures as supplies, training, utilities, fuel, repair and maintenance, rentals and leases, and capital outlay.

Operating Expenses: Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

P

PT: Part-time employees working less than 32 hours per week normally.

Defining Terms

Glossary

PW: Public Works Department consisting of Custodial, Landscaping, Streets, Maintenance and General Services.

Penalties and Interest: Fees collected for violations or delinquent payments.

Personnel Expense: Costs associated with wages, salaries, retirement and other fringe benefits for city employees.

Q

R

Reserves: Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.

Revenue: Income which represents an increase in governmental fund type net current assets.

Revenue Bond: A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

S

Special Revenue: A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose such as the Impact Fees fund.

T

Tax Digest: A listing of all property owners within the city, their property's assessed value, and amount of taxes due.

U

V

W

Warrant: A certificate of debt issued by a government to finance a capital expenditure of other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.

X

Y

Z